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



2016 Annual Restructuring Report Extension Request Guidelines

PLEASE NOTE:

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

Agency Name: Date Request Submitted: **Commission for Minority Affairs** December 15, 2015

Background

Committee Standard Practices 4.2.2 - 4.2.4

Extensions for Annual Restructuring Reports

4.2.2 The Chairman may, for reasons he determines as good cause, provide an agency an extension and new deadline to submit its Annual Restructuring Report ("New Deadline"). The Chairman will not provide more than two extensions without unanimous consent from the full committee.

4.2.3 Before the Chairman will consider a request from an agency for an extension, the agency must fully complete a Committee Extension Request form, as approved by the Committee Chairman, and provide it to the Chairman for consideration.

4.2.4 Until the agency receives a response, it should continue to complete the report to the best of its ability as if it is due on the original deadline.

Note this Extension Request Form will be published online.

Agency	1	SC Con	nmission for Minority Affairs	
Date o	fSubmission	12/15/	/15	
1				
			Request Form. The completed form should be submitted electronically	
Legisla	tive Oversight Committee (HCommLeg	Ov@schouse.gov) in both the original format (Excel) and saved as a PDF	for online reporting.
Please	direct any questions about	this proces	s to Jennifer Dobson (jenniferdobson@schouse.gov) or Charles Appleby	/
(charle	esappleby@schouse.gov).			
١.	Extension Request			
		1	State the date the agency orginially received the report guidelines:	<mark>11/24/2015</mark>
		2	State the date the agency submitted this request for an extension:	12/16/2015
		3	State the orginial deadline for the report:	January 12, 2016, first
				day of session as
				provided by statute
		4	State the number of additional days the agency is requesting:	34 business days
		5	State the new deadline if the additional days are granted:	2/29/2016
	History of Extensions			
		1	List the years in which the agency previously requested an extension,	2015
			putting the years the extension was gratned in bold:	
.	Good Cause			
		1	Please state good cause as to why the Committee should grant the	
		_	extension requested by the agency. Please limit the response to 1,000	
			words or less.	

			Thank you for allowing us to submit this Extension Request Form for the Agency Restructuring Report Submission to the House Legislative Oversight Committee. We were notified of the submission requirement on November 24th, prior to Thanksgiving. We are a small agency working statewide with only 10 FTE's. Our agency became involved in the recovery efforts resulting from the historic flood and devastation on October 3-4, 2015. This catastrophe has been particularly difficult for minorities who were already suffering from economic devastation. Our agency, in concert with FEMA, the SBA and several other South Carolina state and county agencies have made a concerted effort to support this particular population in its recovery from the effects of the flood. This new, unforeseen project, combined with the loss of one of our integral staff members leaving this agency, has caused a hardship for us in completing this report by the established due date. Due to the fact that we do not have the assets or resources to dedicate to this project full time, we respectfully request an extension of the due date to February 29, 2016. We would like sufficient time to review the new requirements for this report and complete it succinctly and satisfactorily as per your expectations.	
IV.	Verfication			
		2	 Please state the name of the agency head, or person designated and authorized by the agency head to do so, that has approved and reviewed the information provided in this Extension Request form. Does the agency head, or designated person by the agency head, affirm that the information contained in this form from the agency is complete 	Lauretha Whaley, Agency Administrative Manager Yes
			and accurate to the extent of his or her knowledge.	
V.	Committee Response		Leave this section blank.	
		1	Date extension was granted:	16-Dec-15
		2	Number of additional days granted:	34 Business Days
		3	New deadline for agency response:	February 29, 2016

Note this Extension Request Form will be published online.

Agency	SC Commission for Minority Affairs
Date of Submission	2/18/16

Instructions : Please complete this Extension Request Form. The completed form should be submitted electronically to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in both the original format (Excel) and saved as a PDF for online reporting. Please direct any questions about this process to Jennifer Dobson (jenniferdobson@schouse.gov) or Charles Appleby (charlesappleby@schouse.gov).

<u> </u>		_		
<u>I.</u>	Extension Request			
		1	State the date the agency orginially received the report guidelines:	11/24/2015
		2	State the date the agency submitted this request for an extension:	2/18/2016
		3	State the orginal deadline for the report:	January 12, 2016, first
				day of session as
				provided by statute
		4	State the number of additional days the agency is requesting:	23 business days
		5	State the new deadline if the additional days are granted:	3/31/2016
II.	History of Extensions			
		1	List the years in which the agency previously requested an extension, putting the years the extension was granted in bold:	2015
Π_{ez}	Good Cause	_		
		1	Please state good cause as to why the Committee should grant the extension requested by the agency. Please limit the response to 1,000 words or less.	

V.
IV.

State of South Carolina



Commission for Minority Affairs

2221 Devine Street, Suite 408 Columbia South Carolina 29205 PHONE: (803) 333-9621 FAX: (803) 333-9627

March 30, 2016

The Honorable William Weston J. Newton Chairman, House Legislative Oversight Committee P.O. Box 11867 Columbia, SC 29211

Dear Representative Newton:

Please see attached from the South Carolina Commission for Minority Affairs, the 2016 Agency Restructuring Report in the Excel format. Contained in this report are the worksheets entitled:

- Cover Page
- General Instructions
- Legal Standards
- Mission, Vision & Goals
- Strategy, Objectives & Responsibility
- Associated Programs
- Strategic Budgeting
- Objective Details (Objective 1.1.1 through Objective 5.2.1)
- Reporting Requirements Page
- Agency Recommendations and Feedback Page

In addition, in a separate transmission, we have uploaded two PDF files containing the same worksheets. Mr. Charles Appleby from your office was kind enough to assist Mrs. Lori Brock in my office in the upload process of those two files.

Please contact my office at 803-832-8167 if we may provide further information.

Sincerely,

Signature Redacted

Thomas J. Smith Executive Director

Attachments

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



2016 Annual Restructuring Report Guidelines

PLEASE NOTE:

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

SC Commission for Minority Affairs	
March 30, 2016	
Thomas	
Smith	
tsmith@cfma.sc.gov	
803-832-8160	

General Instructions

SUBMISSIONS	
What to submit?	Please submit this document in electronically only in both the original format (Excel) as well as in a PDF document. Save the document as "2016 - Agency ARR (<i>insert date agency submits report</i>)."
When to submit?	The deadline for submission is by the first day of session, January 12, 2016. Approval for extension until 3/21/2016 granted on February 18, 2016.
Where to submit?	Email all electronic copies to HCommLegOv@schouse.gov.

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

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

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

OTHER INFORMATION

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

Legal Standards

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

Agency Responding	SC Commission for Minority Affairs
Date of Submission	March 30, 2016

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

Item #		State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
1	Code of Laws, Title 1, Chapter 31, Section 1-31-10		Creation of the Commission for Minority Affairs	Statute
2	Code of Laws, Title 1, Chapter 31, Section 1-31-20	State	Commission to meet at least quarterly and its purpose	Statute
3	Code of Laws, Title 1, Chapter 31, Section 1-31-30	State	Hiring of Executive Director and other personnel; appropriations	Statute
4	Code of Laws, Title 1, Chapter 31, Section 1-31-40	State	Powers and duties of the Commission	Statute
5	Code of Laws, Title 1, Chapter 31, Section 1-31-50	State	Promulgation of regulations to carry out duties	Statute

Mission, Vision and Goals

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

Agency Responding	SC Commission for Minority Affairs
Date of Submission	March 30, 2016
Fiscal Year for which information	2015-16
below pertains	

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

Aission	The mission of the Commission for Minority Affairs is to alleviate the causes and effects of poverty and deprivation among members of the state's minority populations
egal Basis for agency's mission	
ision	The Commission serves as a research think-tank whose sole purpose relates to ethnic minorities, the socio-conomic inequilities confronting them, policies and laws affecting them, and programs and initiatives directed toward providing a greater level of prosperity on the nand ultimately, for all South Cauchinans, The Commission serves as a actually to the filiate conomic prosperity and adoptivation. The South Cauchinans, and creates and facilitate proversy and adoptivation. The South Cauchinans, and creates and facilitate proversy and adoptivation. The South Cauchinans is unique armage state agencies in other states in its approach to addressing the needs of its minority populations. While a number of other states have chosen to address the needs of their minority populations through a combination of state agencies, (i.e., Commissions on Human Affains, Heritage Commissions, Cultural Affairs Commissions, Commissions, Commissions on the Social Status of Black Males, and Fatherhood Commissions, etc., he State of South Carolina and the state's minority populations through a single state agency, the South Carolina Commission for Minority Affairs has program initiatives in place designed to support the state's minority groups and community needs. Thes citilates are as follows: • Community Based Services Initiative • Small and Minority Basiness Initiative • Native American Initiative • Minority Affairs Commission for Minority Affairs that program initiatives in place designed to support the state's minority groups and community of the state's minority population. These areas are: • Pragic Pamilies • Education Deprivation • Jobies needs of the roman of the state's minority population. These areas are: • Pragic Pamilies • Lack of Community/Economic Development •
gal Basis for agency's vision	

Instructions

1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal is satisfying. All of the laws mentioned in the previous chart (i.e. Legal Responsibilities Satisfied, the agency and group the standards together when applicable (i.e. SC Code 63-19-320 thru 63-19-450). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.

2) Under the "Goals and Description" column, enter the number and description of the goal which will help the agency achieve its vision (i.e., Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). The agency should have 3.4 high level goals, 3) Under the "Describe how the Goal is SMART" column, enter the information which shows the goal is Specific, Measurable, Attainable, Relevant and Time-bound.

4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing the goal.

5) Under the "Responsible Person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives to accomplish the goal. The Responsibile Person has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives to accomplish the goal. The detition, this is the person who in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives to accomplish the goal. The detition, this is the person who monitors the progress and makes any changes needed to the strategies and objectives to ensure the goal is accomplished. Under the "Position" column, enter the Responsible Person's position/title at the agency.

	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome	Responsible Person Name:	Number of months person has been responsible for the goal or abjective:	and the second sec
(i.e. state and federal statutes or provisos the goal is satisfying)	Specific Measurable Attainable Relevant Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome		12	
, , , , , , , , , , , , , , , , , , , ,	Research and data questions will be handled for each population individually. Data questions will be answered by relevant staff personnel individually and responded to throughout the fiscal year.	General public will receive increased knowledge about each population that CMA serves. General public will have all of their data questions answered regarding poverty and deprivation.	Benjamin Washington	12	Research Program Manager
Code of Laws, Title 1, Chapter 31, 5	be quantified and documented. Findings will be released in quarterly or annual meetings with	Meaningful collaborative meetings with stakeholders can and will improve communications statewide.	Thomas Smith (A) Marcy Hayden (B) Lee McElveen (B) George Dennis (B) Rogie Nelson (B) Benjamin Washington (C) Lauretha Whaley (D) Lori Brock (E)	12	Agency Exec Director (A); Program Coordinators (B) Research Program Manager (C) Administrative Manager (D) Administrative Coordinator (E)

Mission, Vision and Goals

					Ala 1
Coal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach and program initiatives.	The CMA staff will develop one or more forms to identify the various types of technical assistance and/or outreach program services that we provide. We will use these forms to provide services to each population we serve. The forms will be collected, analyzed and categorized to establish trends that will provide feedback telling us where our programs are needed the most.		Thomas Smith (A) Marcy Hayden (B) Lee McElvecn (B) George Dennis (B) Rogie Nelson (B) Benjanin Washington (C) Lauretha Whaley (D) Lori Brock (E)	12	Agency Exec Director (A); Program Coordinators (B) Research Program Manager (C) Administrative Manager (D) Administrative Coordinator (E)
Coal 4 - Secure adequate funding through the state budget and other sources to support work to eliminate the contributing factors causing poverty in South Carolina's minority communities.			Thomas Smith (A) Marcy Hayder (B) Lec McElveen (B) George Dennis (B) Rogie Nelson (B) Benjamin Washington (C) Laurdha Whaley (D) Lori Brock (E)	12	Agency Exec Director (A); Program Coordinators (B) Research Program Manager (C) Administrative Manager (D) Administrative Coordinator (E)
Goal 5 - Increase agency capacity through staff training opportunities.	Specific: Staff members will increase their professonal development through individual training opportunities, Measurable:This is measurable bocause as staff members increase their knowledge, they are able to perform more productively. Attainable: This training is attenable bocause the staff members can individually enroll in professional development opportunities. Relevant: This is relevant becaue it increases staff members' productivity. Timebound: This training will be selected/completed by January 2016.	Through professional development opportunities, staff members become more technically proficient, thereby enhancing their job performance which increases their productivity.	Thomas Smith (A) Marcy Hayden (B) Loc McElveen (B) Goorge Dennis (B) Rogie Nelson (B) Benjamin Washington (C) Lauretha Whaley (D) Lori Brock (E)		Agency Exec Director (A); Program Coordinators (B) Research Program Manager (C) Administrative Manager (D) Administrative Coordinator (E)

This is the next chart because once the agency determines its goals, and those responsible for each						0			
goal, it then needs to determine the strategy and objectives to accomplish each goal. To ensure									
accountability, one person should be responsible for each objective.				1			1		
Agency Responding: SC Commission for Minority Affairs									
Date of Submission: March 30, 2016									
Fiscal Year for which information below pertains: 2015-2016									
Instructions :									
1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state									
and/or federal statutes and provisos) the goal or objective is satisfying. For each goal, the agency									
can copy and paste the information from the Mission, Vision and Goals Chart. All of the legal							1		
standards mentioned for a particular goal should be included next to one of the objectives under									
that goal, When listing the Legal Responsibilities Satisfied, the agency can group the standards								1	
together when applicable (i.e. 63-19-320 thru 63-19-370). Make sure it is clear whether the									
agency is referencing state or federal laws and whether it is a proviso or statute									
 Under the "Strategic Plan Part and Description" column, enter the strategic plan part number and 	d	1 iiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiii							
description (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per									
juvenile within the next 2 years). For each goal, the agency can copy and paste the information									
from the Mission, Vision and Goals Chart. If the agency is still utilizing the same strategies and			1	1				1	1
objectives it submitted as part of the Accountability Report, it can copy and paste those into this									1
chart, then fill in the remainder of the columns. However, if the agency has trouble explaining how	,								
each objective is SMART, it may need to revise its objectives. In addition, if the agency has	`								
revised its strategic plan since submitting its last Accountability Report, please provide information									
from the most current strategic plan.									
3) Under the "Describe how it is SMART" column, enter the information which shows how each						1			
goal and objective is Specific, Measurable, Attainable, Relevant and Time-bound									
 Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of 									
accomplishing each goal and objective									
5) Under the "Responsible Person" columns, provide information about the individual who has									
primary responsibility/accountability for each goal and objective. The Responsible Person for a									
goal has different teams of employees beneath him/her to help accomplish the goal. The									
Responsible Person for an objective has employees and possibly different teams of employees									
beneath him/her to help accomplish the objective. The Responsible Person for a goal is the person							1	1	
who, in conjunction with his/her team(s) and approval from higher level superiors, determines the								1	
strategy and objectives needed to accomplish the goal. The Responsible Person for an objective is									
the person who, in conjunction with his/her employees and approval from higher level superiors,									
sets the performance measure targets and heads the game plan for how to accomplish the objective									
for which he/she is responsible. Under the "Position" column, enter the Responsible Person's									
tor much needs to responsible render the residual column, enter the Responsible resorts									
Legal Responsibilities Satisfied:	Strategic Plan Part and Description	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Responsible Person	Number of	Position:	Office Address:	Department or	Department or Division Summary:
				Name:	months person			Division:	
					has been				
					responsible for				
					the goal or			1	
					objective:				
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert	Describe how each goal and objective is	(Ex. Output = rumble strips are installed on the sides						
	Description, Objective 1 1 1 - Insert Description)	Specific; Measurable; Attainable; Relevant; and Time-	of a road; Outcome = incidents decrease and public						
	1 ,	bound	perceives that the road is safer)						
			Just enter the intended outcome						
2. 0. 122 - 221/201 - 201									
Code of Laws, Title 1, Chapter 31, Section 1-31-40		Research and data questions will be handled for each	General public will receive increased knowledge	A CONTRACTOR OF MAN					
seven an annot chine at simpler of a control - 1-10	Goal 1 -Be the single point of contact for			- A					
accesses of some of some of control 1-21-40	Goal 1 -Be the single point of contact for statistical data and information for South	population individually. Data questions will be answered	about each population that CMA serves. General						
			about each population that CMA serves. General public will have all of their data questions answered	1000					
	statistical data and information for South	population individually. Data questions will be answered	public will have all of their data questions answered	11115					Maria No. 18 (1962)
	statistical data and information for South Carolina regarding minority communities,	population individually. Data questions will be answered by relevant staff personnel individually and responded to	about each population that CMA serves. General public will have all of their data questions answered regarding poverty and deprivation.	1.15					
	statistical data and information for South Carolina regarding minority communities,	population individually. Data questions will be answered by relevant staff personnel individually and responded to	public will have all of their data questions answered	144					
	statistical data and information for South Carolina regarding minority communities,	population individually. Data questions will be answered by relevant staff personnel individually and responded to	public will have all of their data questions answered						
	statistical data and information for South Carolina regarding minority communities,	population individually. Data questions will be answered by relevant staff personnel individually and responded to	public will have all of their data questions answered						

The agency does not need to insert the information for the rest of the columns for any strategy, type N/A	Strategy 1,1 - Disseminate relevant statistical data and information to legislators and stakeholders								
	regarding poverty, socio-economic deprivation and minority populations								
Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1,1,1 - Disseminate the "2015 South Carolina County Statistical Abstract" to 175 legislators and county officials by January 2016,	Abstract was produced in house by research staff. Research staff established deadline attainable for distribution of document. Document was designed so that Abstract could be replicated as needed for dissemination. Abstract will be produced and distributed to legislators as needed once every 12 to 15 months.	Legislators are informed by statistical data produced in the Abstract. Data is produced by race and ethnicity. Information is disseminated to policy makers and can effect policy decision making statewide.	Washington and Lori Brock	12	Research Program Manager; Administrative Coordinator	2221 Devine Street, Columbia, SC 29205	Research and Policy Svcs	The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizena as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina,
Code of Laws, Title 1, Chapter 31, Section 1-31-40		Abstract document is completed and final. CMA has established a distribution method to send to policymakers, CMA will plan and hold one statewide event to unveil the publication of the Statistical Abstract.	Information on the Abstract will be distributed to state policy makers, Feedback can inform staff on future data collection needs and efforts statewide,		12	Research Program Manager; Administrative Manager, Administrative Coordinator	2221 Devine Street, Columbia, SC 29205	Research and Policy Svcs	The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.
Code of Laws, Title 1, Chapter 31, Section 1-31-40	minimum of 175 legislators, public officials and	Staff will research questions and comments from legislators and public officials, Comments will be compiled to look at common trends, Relevant report will be developed, Report will be published on website by May 2016,	Information is disseminated to policy makers and can effect staff decision on how to produce future documents, Information received by policy makers will aid in decision making statewide,	Benjamin Washington, Lauretha Whaley, Thomas Smith, Lori Brock	12	Research Program Manager; Administrative Manager; Agency Exec Director; Administrative Coordinator	2221 Devine Street, Columbia, SC 29205	Research and Policy Sves and Administrative Services	The Research and Pollcy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.
N/A	Strategy 1.2 - Create policies and/or legislation to require 100% of state agencies collecting data to provide data sets and/or raw data to the SC Commission for Minority Affairs for research and analysis.								
Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.2.1 - Identify and document challenges regarding the collection and reporting of data to CMA from other state agencies by surveying 100% of state agencies that collect and disseminate data by June 2016.	actually produce for the populations the CMA serves. Data	This will increase awareness regarding data collection and reporting needs of each population the CMA serves, Impacts positively on each population the CMA serves statewide,		12	Research Program Manager	2221 Devine Street, Columbia, SC 29205	Svcs	The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.
Code of Laws, Title 1, Chapter 31, Section 1-31-40		CMA staff will hold meetings with key stakeholders to identify areas in need. Information will be quantified and documented. Findings will be released in quarterly or annual meetings with stakeholders.	Meaningful collaborative meetings with stakeholders can and will improve communications statewide,						

N/A	Strategy 2.1 - Establish liaison relationships with policy makers, officials and stakeholders to assist with the creation of policy, legislation and community engagement,								
Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.1 - Research and identify a minimum of 450 elected officials, city and county officials, community contacts and stakeholders to establish one (1) state-wide database for improved communications by December 2015,	CMA has obtained state and local contact information from several sources, CMA quantified the list of people to be surveyed to include 450 individuals. The CMA has made initial contact with all individuals to conduct that survey. The CMA will follow up bi-weekly.	Updated database allows meetings with policy makers resulting in an improvement of communication statewide.	Benjamin Washington and Lori Brock	12	Research Program Manager; Administrative Coordinator	2221 Devine Street, Columbia, SC 29205	Research and Policy Svcs	The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.
Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.2 - Conduct one (1) annual survey to obtain feedback, track relationships and measure visibility from a minimum of 450 individuals/organizations by December 2015.	CMA has obtained state and local contact information from several sources. CMA quantified the list of people to be surveyed to include 450 individuals. The CMA has made initial contact with all individuals to conduct that survey. The CMA will follow up bi-weekly.	This survey will enable the CMA to determine the communities' level of awareness of the CMA, the services we provide and potential opportunities for collaboration at the local level. The feedback that is derived from this survey will allow us to provide essential services to those minorities who are in need the most.	Benjamin Washington	12	Research Program Manager	2221 Devine Street, Columbia, SC 29205	Research and Policy Svcs	The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.
Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.3 - Publish one (1) annual report with survey response to the CMA Board and stakeholders by June 2016.		This survey will enable the CMA to determine the communities' level of awareness of the CMA, the services we provide and potential opportunities for collaboration at the local level. The feedback that is derived from this survey will allow us to provide essential services to those minorities who are in need the most.	Benjamin Washington	12	Research Program Manager	2221 Devine Street, Columbia, SC 29205	Research and Policy Sves	The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.
Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.4 - Conduct a minimum of two (2) Advisory Committee meetings per program initiative (Native American, Hispanic/Latino, and African American) to address the needs of our communities and build community engagement by June 2016,	Specific: The staff will conduct Advisory Committee meetings.Measurable: Objective is achieved if a total of 6 meetings (2 per Program Area) occur.Attainable: Coordinators are assigned this task.Relevant: This requirement is addressed in our statute and regulations and will assist with community relations, Time-Bound: This objective should be achieved by June 2016	SC CMA will meet requirements set forth in regulations (Chapter 139, Articles I & II); and SC CMA increases minority community involvement through dialogue with community leaders	Marcy Hayden, Lee McElveen, George Dennis	12	Program Coordinators	2221 Devine Street, Columbia, SC 29205	Program Ccoordinators for the Native American, Hispanic/Latino and African American Initiatives	The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates.
N/A	Strategy 2.2 - Promulgate regulations to carry out provisions outlined in CMA's statute to streamline programs, duties and functions to address the needs of the populations served.								
Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.1 - Produce one (1) "Key Findings Regarding Promulgation of Regulations for SC CMA" report to the CMA Board and Staff by December 2015.	Specific: The staff will produce a key findings report. Measurable: One report will be produced, Attainable: A project lead and other staff have been assigned to a team to complete this project. Relevant: This project will assist the CMA Board in addressing issues and other program areas. Time-Bound: This objective should be achieved by December 2015.	under the South Carolina Code of Laws, Title 1,	Marcy Hayden, Lee McElveen, George Dennis, Benjamin Washington, Thomas Smith		Program Coordinators; Research Program Manager; Agency Exec Director		for the Native American, Hispanic/Latino and African American Initiatives and Research	The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates. The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.

Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.2 - Produce one (1) internal docurnent entitled, "Review of CMA Statute, Regulations and Program Areas" to determine what legislative action, revisions or promulgation will be necessary by January 2016,		SC CMA Board and Staff will exercise statutory authority under the South Carolina Code of Laws, Title 1, Chapter 31, Section 1-31-40, Part A, Number 10 as necessary to improve programming.	Marcy Hayden, Lee McElveen, George Dennis, Benjamin Washington	12	Program Coordinators, Research Program Manager	2221 Devine Street, Columbia, SC 29205	Program Ccoordinators for the Native American, Hispanic/Latino and African American Initiatives and Research Program Manager respectively	Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates. The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.
Code of Laws, Title I, Chapter 31, Section I-31-40	Objective 2.2.3 - Revise statute and regulations in order to carry out provisions outlined in CMA's statute to streamline programs, duties and functions to address the needs of the populations served by June 2016.	Specific: This objective is specific because it specifically indicates that the Commission's statutes and regulations will be revised.Measurable: The statutes and regulations to be revised are specific to the Commission (quantifable) and are therefore measurable.Attainable: This objective is obtainable because it relates to specific tasks which can be accomplished either internally or by working with the General Assembly.Relevant: This objective is relevant in that it directly pertains to the mission and work of the Commission. Time-bound: The objective will be completed by June 2016 and is therefore time-bound.	Accomplishing this objective will enhance the Commission's ability to serve the State's minority populations more efficiently by revising its statutes and regulations to streamline programs, duies, and functions. Therefore, the needs of the State's minority populations will be better served.	Thomas, Smith, Marcy Hayden, Lee McElveen, George Dennis, Benjamin Washington, Lauretha Whaley, Lori Brock, Rogie Nelson	12	Agency Exec Director; Program Coordinators; Research Program Manager; Administrative Manager; Administrative Coordinator	2221 Devine Street, Columbia, SC 29205	Administration, Minority Initiatives Program Coordinators, Resarch and Policy Services	Administrative Services provides leadership, support, and direction for the agency. Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates. The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina
N//A	Strategy 2.3 - Determine, approve and acknowledge by certification, state recognition for Native American Indian entities on behalf of the State of South Carolina.								
Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.3.1 - Pre-file a minimum of one (1) concurrent resolution acknowledging any outstanding state recognized tribes and groups from previous petition cycles by December 2015.	Specific: The staff will assist in getting a concurrent resolution passed and to congratulate those entities that have become State Recognized. Measurable: At least one concurrent resolution will be filed/passed. Attainable: Staff has been assigned to this task. Relevant: This objective is done in accordance with CMA policy as with previous recognitions. Time-Bound: This objective will be achieved by December 2015.	SC CMA and SC General Assembly will honor and congratulate SC State Recognized entities on achieving this honor ensuring increased public knowledge of recognition.	Thomas Smith and Marcy Hayden	12	Agency Exec Director and Program Coordinator	2221 Devine Street, Columbia, SC 29205	Program Coordinator	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.

Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.3.2 - Conduct two (2) State Recognition application cycles (September 1 and April 1) in which applications (petitions) are submitted in accordance with current law by June 2016.	Specific: The staff will complete two application cycles (September 1, 2015 and April 1, 2016), Measurable: Two application cycles will be conducted, Attainable: Staff has been assigned to complete this task.Relevant: This requirement is addressed in our statute and regulations and will provide a way for Native American communities to become State Recognized, Time-Bound: The two cycles will be conducted by June 2016.	SC CMA will exercise statutory authority under the South Carolina Code of Laws, Title 1, Chapter 31, Section 1-31-40, Part A, Number 6 and 10 and SC CMA will meet requirements set forth in regulations Chapter 139, Articles 1; and SC CMA will accept applications and provide technical assistance to Native American Indian communities seeking to gain official recognition as a Tribe, Group, or Special Interest Organization on behalf of the State of SC through the process of State Recognition.	Marcy Hayden	12	Agency Exec Director and Program Coordinator	2221 Devine Street, Columbia, SC 29205	Nati ve American Affairs Initiative Program Coordinator	The Native American Affairs Initiative serves as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.
Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.3.3 - Conduct up to two (2) "State Recognition Application Workshops" pertaining to the state recognition process, law and application for entitles interested in applying for state recognition by June 2016.	Specific: The staff will complete workshops as needed Measurable: The staff will complete up to two workshops, Attainable: Staff has been assigned to thi task.Relevant: This requirement is addressed in ou statute and regulations and will provide information abou the application process for those wishing to apply. Time Bound: This objective should be achieved by June 2016	 assistance and instruction on the process of applying s for State Recognition, ensuring increased knowledge r among entities of the process and requirements as it necessary. 		12	Agency Exec Director and Program Coordinator	2221 Devine Street, Columbia, SC 29205	Nati ve American Affairs Initiative Program Coordinator	The Native American Affairs Initiative serves as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.
Code of Laws, Title 1, Chapter 31, Section 1-31-40	by June 2016.	Specific: CMA will meet all requirements for one application cycle (September 1, 2015). Measurable: The CMA will need to complete 100% of the requirements for the application cycle, Attainable: Staff has been assigned this task. Relevant: This requirement is addressed in our statute and regulations, Time-Bound: This should be achieved by June 2016,	Recognition will have been granted or denied recognition in accordance with the South Carolina	Thomas Smith and Marcy Hayden	12	Agency Exec Director and Program Coordinator	2221 Devine Street, Columbia, SC 29205		The Native American Affairs Initiative serves as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.
N/A	Strategy 2.4 - Address new SC Human Trafficking legislation at the SC CMA.						2221 Devine Street, Columbia, SC 29205		
Code of Laws, Title 1, Chapter 31, Section 1-31-40	staff will have joined the SC Human Trafficking Task Force by December 2015.	Specific: This will allow the Commission staff to be involved in the strategies of outreach to minority communities Measurable: To reach the minority communities; African American, Hispanic/Latino, Native American Attainable: The Commission has researched and is working on disseminating information about human trafficking.Relevant: Participation on the Task Force will facilitate proper outreach to our minority population taking in account cultural sensitivities.Time-bound: We will make quarterly status reports of the progress.	Minority Affairs in the initial creation of policies and	George Dennis, Lec McElveen and Marcy Hayden	12	Program Coordinators	2221 Devine Street, Columbia, SC 29205	Program Ccoordinators for the Native American, Hispanic/Latino and African American Initiatives	The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates.

Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.4.2 - Seek a minimum of \$250,000 in additional funding for this new initiative and statutory duties by June 2016.	Specific: Seeking funds for a specific initiative – Human Trafficking Hotline; Measurable: Objective achieved if funds are received; Attainable: Requested in agency 2017 budget request; Relevant: The agency is currently mandated to provide the Human Trafficking Hotline; Time Bound: Will be determined when the State Budget is passed by the Governor.	the mandated Human Trafficking hotline. This will assist in the prevention of human trafficking and	Lauretha Whaley	12	Agency Director	2221 Devine Street, Columbia, SC 29205	Agency Executive Director and Administrative Manager	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and othe ethnic groups.
Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.4.3 - Create one (1) "SC CMA Humar Trafficking Policy and Procedures Manual" for initiative by June 2016,	Specific: The manual will contain specific policies and procedures for implementing the hotline and database as stipulated in the Human Trafficking legislation, Measurable: Completion of the policies and procedures manual, Attainable: These tasks will be attainable with adequate funding and personnel, A date and time will be set in order to complete the manual Relevant: The Commission is the state's primary point of contact for minority populations, Human Trafficking affects many of our communities. Having a data base in which we can track information, will help in the development of future policies and programs to assist our communities, Time- bound: A set time and completion date will be established. An Annual Report will be made available to the members of the General Assembly and will be published on our website.	The creation of a Human Trafficking Manual for Policy and Procedure will set forth guidelines that the Commission will follow to implement the Human Trafficking Holline and database Initiative, The intended benefit is that a process will be put in place so that all reports will follow the same process,	George Dennis, Lee McElveen and Marcy Hayden	12	Program Coordinators	2221 Devine Street, Columbia, SC 29205	Program Ccoordinators for the Native American, Hispanic/Latino and African American Initiatives	The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates.
Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.4.4 - Amend Human Trafficking Legislation (S, 196) to reflect adequate funding to carry out duties and other amendments by December 2015	Specific: Funding will allow us to hire and plan for the development of the database and hotline. We currently are promoting the national Hotline. Measurable: If funding is granted CMA can hire adequate personnel and begin implementing hotline and database as listed in legislation S-196. Attainable: The implementation of a hotline can be obtained with adequate funding which will allows us to hire personnel and train staff. This task is attainable only through funding. Relevant: The Commission is the state's primary point of contact for minority populations. Human Trafficking affects many of our communities. Having a data base and hotline in which we can track information will help in the development of future policies and programs to assist our communities. Time-bound: A completion date and time will be established according to when the funds are allocated.	In order to plan, develop and carry out a Hottine and Dalabase as indicated in our state's Human Trafficking Legislation, the task assigned to CMA must be amended to reflect adequate funding. Also, a centralized database will allow us to provide reports to members of the General Assembly.	Thomas Smith and Lee McElveen	12	Agency Exec Director and Program Coordinator	2221 Devine Street, Columbia, SC 29205	Initiative Program Coordinator	The South Carolina Hispanic Advisory Initiative will advise the Commission or issues concerning the Hispanic/Latinc community of South Carolina to include economic, education, health, public safety human rights and other pertinent issues that affect the Hispanic community.
Code of Laws, Title I, Chapter 31, Section 1-31-40	Goal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach and program initiatives.	The CMA staff will develop one or more forms to identify the various types of technical assistance and/or outreach program services that we provide. We will use these forms to provide services to each population we serve. The forms will be collected, analyzed and categorized to establish trends that will provide feedback telling us where our programs are needed the most.	provide improved services to the populations that it						

N/A	Strategy 3.1 - Revise agency and program initiatives to address the needs of minority populations (African American, Asian American, Hispanic/Latino, and Native American Indian).								
Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.1 - Conduct a minimum of one (1) agency-wide strategic planning meeting for new "CMA Agency Strategic Plan" by December 2015.	Specific: This objective is specific in that it indicates that at least one strategic planning meeting will be convened.Measurable: The statutes and regulations to be revised are specific to the Commission (quantifiable) and are therefore measurable. Attainable: This objective is obtainable because it relates to specific tasks which can be accomplished either internally or by working with the General Assembly.Relevant: This objective is relevant in that it directly pertains to the mission and work of the Commission. Time-bound: The objective will be completed by June 2016 and is therefore time-bound,	Accomplishing this objective will enhance the Commission's ability to serve the State's minority populations more efficiently by revising its statutes and regulations to streamline programs, duties, and functions. Therefore, the needs of the State's minority populations will be better served.	Thomas Smith, Lauretha Whaley, Lori Brock, Marcy Hayden, Lee McElveen, George Dennis, Rogie Nelson, Benjamin Washington	12	Agency Executive Direcor, Administrative Manager, Administrative Coordinator, Program Coordinators, Research Program Manager	2221 Devine Street, Columbia, SC 29205	Administration, Minority Initiatives Program Coordinators, Resarch and Policy Services	Administrative Services provides leadership, support, and direction for the agency. Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates. The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina
Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.2 - Research and identify a minimum of one (1) unique need for each population served by the CMA by December 2015.	Specific: The Commission staff will enlist, and/or collaborate with institutions of higher learning, business and faith/community organizations to provide tutors/mentors for students in high risk majority/minority school districts.Measurable: The Program Coordinators of Commission will establish milestones to evaluate the student performance in reading and math within an academic year.Attainable: The object is attainable because the students test scores should be significantly improved, Relevant: The Commission advocates and supports the overall performance of our minority students, This will be one of the avenues by which we work toward the overall goal of alleviation of poverty and deprivation among the state's ethnic minority opulations. Time- bound: The Commission will begin to achieve this objective within an academic year.	We have identified EDUCATION trends that are unique to all minority populations in the state. We will work with education professionals to devise ways to improve academic performance of all minority students and reduce dropout rates among our minority students.	George Dennis, Lee McElveen and Marcy Hayden	12	Program Coordinators	2221 Devine Street, Columbia, SC 29205	for the Native American, Hispanic/Latino and African American	The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakcholders in accordance with its legislative mandates.

Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.3 - Develop one (1) draft "CMA Agency Strategic Plan" internal document by June 2016,	Specific: This object is specific because it requires completing a "draft" of the agency's strategic plan.Measurable: This objective is measurable in that it requires that one "draft" agency strategic plan be produced by June 2016,Attainable: As a task that will be completed by staff and consultants hired by the Executive Director to assist the staff, the objective is definitely attainable. Relevant: This objective is relevant in that it directly pertains to the future direction of the Commission and will be determined by its new strategic plan.Time- bound: The objective is time-bound because it is to be completed by June 2016.	Accomplishing this objective will enhance the Commission's ability to meet the changing needs of the State's minority populations in accordance with the priorities set by the agency's new strategic plan.	Thomas Smith, Lauretha Whaley, Lori Brock, Marcy Hayden, Lee McElveen, George Dennis, Rogie Nelson, Benjamin Washington	12	Agency Executive Direcotr, Administrative Manager, Administrative Coordinator, Program Coordinators, Research Program Manager	2221 Devine Street, Columbia, SC	Administration, Minority Initiatives Program Coordinators, Resarch and Policy Services	Administrative Services provides leadership, support, and direction for the agency. Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates. The Research and Polley Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina
Code of Laws, Title I, Chapter 31, Section 1-31-40	Objective 3.1.4 - Within 30 days of plan completion, CMA will begin to align program initiatives with agency strategic plan.	with its strategic plan Measurable: This objective is	the State's minority populations in accordance with the priorities set by the agency's new strategic plan.	Thomas Smith, Lauretha Whaley, Lori Brock, Marcy Hayden, Lee McEiveen, George Dennis, Rogie Nelson, Benjamin Washington	9	Agency Executive Direcotr, Administrative Manager, Administrative Coordinators, Program Coordinators, Research Program Manager	2221 Devine Street, Columbia, SC 29205		Administrative Services provides leadership, support, and direction for the agency. Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates. The Research and Pollcy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina
N/A	Strategy 3,2 - Determine and approve new technical assistance, information and referral and outreach process and/or policy.								

Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.2.1 - Develop one (1) CMA technical assistance, outreach, capacity building and information/referral processes internal document and up to three (3) forms by October 2015.	The forms will enable the CMA to classify the service needed by and from the staff. This will better enable th staff to document services needed to be provided to eac population. Services can be analyzed by type on a periodi or as needed basis,	e enable the CMA staff to better provide improved h services to the populations that it serves	Marcy Hayden, Lee McElveen, George Dennis, Benjamin Washington, Rogie Nelson	12	Program Coordinators and Research Program Manager	2221 Devine Street, Columbia, SC 29205	Program Ccoordinators for the Native American, Hispanic/Latino and African American Initiatives and Research Program Manager respectively	agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative
Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.2.2 - Train a minimum of eight (8) staf members on processes to ensure timely response rates by November 2015.	Specific: This objective is specific because it details specific training for a specific number of people.Measurable: This objective is measurable in that it requires training for a specific number of employees. Attainable: This objective is obtainable because its requirement can be accomplished by the agency's Executive Director.Relevant: This objective is relevant in that it directly pertains to the staff's responsiveness in meeting the needs of the agency's customers and stakeholders,Time-bound: The objective is time-bound because it was to be completed by November 2015.	Accomplishing this objective will enhance the Commission's ability to meet the needs of its customers and stakeholders in a timely fashion,	Thomas Smith	12	Agency Executive Director	2221 Devine Street, Columbia, SC 29205	Agency Executive Director	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups. The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's in accordance with its legislative mandates.
N/A	Strategy 3.3 - Implementation of capacity building, outreach and micro-business assistance initiatives and training,								
Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.3.1 - Develop one (1) "CMA Agency Training Index" that contains trainings provided internally and externally in the areas of capacity building, micro-business, outreach, minority- population specific and others by June 2016,	Specific: All training and training materials will be cataloged and/or documented in the Commission's filing systems. It will contain the staff trained, who provided training, costs of training, course/training description, and a brief summary from staff on the relevancy of training to the agency's overall mission, Measurable: The Index will quantify all training obtained over the fiscal year. Attainable: The Commission has established or will establish a training budget for staff. Relevant: The Training Index will be designed to ensure staff's capacity and professional development are being cultivated which will allow the Commission to be able to accomplish it's mission, Time-bound: This Index will be established, maintained and updated annually.	This would allow agency's staff to index or catalog all training and training materials obtained by staff that would be relevant to the goals and objectives of the Commission	Marcy Hayden, Lee McElveen, George Dennis, Benjamin Washington, Rogie Nelson	12	Program Coordinators, Research Program Manager	2221 Devine Street, Columbia, SC 29205	for the Native American, Hispanic/Latino and African American Initiatives and Research Program Manager respectively	Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates. The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.

Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.3.2 - Establish a minimum of five (5) partnerships and collaboration through MOUs, gran agreements, committees, task forces and Board service to provide micro-business, capacity building, outreach and program services by June 2016.	Specific: Commission staff will partner, join, and/or collaborate with organizations with similar missions. Measurable: The Commission will establish relationships with a minimum of five (5) organizations within next twelve (12) months Attainable: This object is attainable as there is partnership potential in most situations and organizations that support minority populations, Relevant: The Commission's overall mission is to be a catalyst for the alleviation of poverty and deprivation among the state's ethnic minority populations. Partnerships would allow the Commission to accomplish its goals and objectives and overall mission,Time-bound: The Commission will accomplish this objective within twelve (12) months,	among minority populations in SC.	Marcy Hayden, Lee McElveen, George Dennis, Benjamin Washington, Rogie Nelson	12	Program Coordinators, Research Program Manager	2221 Devine Street, Columbia, SC 29205	Program Ccoordinators for the Native American, Hispanic/Latino and African American Initiatives and Research Program Manager respectively	Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates. The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.
Code of Laws, Title 1, Chapter 31, Section 1-31-40	Goal 4 - Secure adequate funding through the state budget and other sources to support work to eliminate the contributing factors causing poverty in South Carolina's minority communities.	Adequate funding can be targeted best toward systemic poverty and its consequences, Funding can be sought in amounts needed to attain community and state goals and objectives, Funding can be secured based on communication and key findings with legislators and community stakeholders on an annual basis.	Targeted funding can be used to address needs related to poverty and deprivation, and can better serve each population impacted by systemic poverty						
NA	Strategy 4,1 - Increase state funding to the SC Commission for Minority Affairs to a minimum of one dollar (\$1) per minority person in South Carolina to help fulfill our mission,								
	source of Education Lottery funds and gain support	Specific: Each minority population has a specific need unique to them. These are cultural which require funding.Measurable: To focus on educating the public on the uniqueness of each minority group, Attainable: This will be accomplished through collaboration with Senate and House budget subcommittees,Relevant: Through these cultural events, we acquire knowledge about that minority group and their contributions to this state, Time Bound: The plans to showcase and focus on one or two cultural events each calendar year.	The purpose of this is to increase funding through the budget process to further the Commission's programs to end economic deprivation,	Benjamin Washington and George Dennis	12		2221 Devine Street, Columbia, SC 29205		The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina, Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates.
	Objective 4,1.2 - Provide data and supporting information in the form of one (1) "talking points and/or quick fact sheets" document to present to budget analysts and legislators as needed by January 2016.	Specific: The agency will compose data and supporting documents in the form of talking points and fact sheets.Measurable: The Agency will provide at least one (1) document.Attainable: Agency staff members are assigned to this role.Relevant: This information is needed to keep our legislators informed as they make key decisions related to our agency budget.Time Bound, Document will be available by January 2016,	Informing legislators and budget analysts of the current statistics and trends impacting the minority populations in South Carolina so that they can make informed decisions on matters impacting them,	Thomas Smith and Lauretha Whaley			2221 Devine Street, Columbia, SC 29205		Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.
N/A	Strategy 4.2 - Research and assess currently funded poverty and minority programs within the state to identify and reduce gaps in services.							-(3,6)	

Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4,2,1 - Create one (1) strategic framework document and/or work plan for accomplishing a multi-year research project by June	The strategic framework provides an overview of the plan for conducting research related to poverty and deprivation. The framework would state what would be accomplished	knowledge and ability to determine which programs serve which population constituency. The CMA car	Washington			2221 Devine Street, Columbia, SC 29205	Research and Policy Intiatives	The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to
	2016,		work in partnership with existing agencies and community partners in outreach efforts to better serve each minority population and thereby reduce gaps in services.						address the causes and effects of socioeconomic poverty and deprivation in South Carolina.
NA	Strategy 4,3 - Seek federal and other funding on behalf of the state for the purpose of implementing various programs and services for minority groups (African American, Asian American, Hispanic/Latino, and Native American Indian) including business, economic development, capacity building and outreach.								
Code of Laws, Title 1, Chapter 31, Soction 1-31-40	Objective 4.3.) - Complete all contractual obligations for the "Growing Resources in Information Techonology" (G.R.I.T.) grant programs with Midlands Technical College and one (1) final report by April 2016.	Specific: Grant obligations would be completed to include all program and financial reporting; Measurable Objective achieved if reporting is completed; Attainable Agency staff are assigned to meet this objective; Relevant: Contractually obligated to meet the objective; Time Bound: Contract agreement has specific dates established for us to meet this objective	showing outreach efforts and the increased interest in the program by minority community members,		C A	Program Coordinator and Volministrative Aanager		Intiatives, Program Coordinator Initiatives and Administrative Services	The Research and Policy Services inItiativ disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina. The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates. Administrative Services provides leadership, support, and direction for the agency, Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and othe ethnic groups.

Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.2 - Complete all contractual	Specific: The Commission's Micro Business	The purpose of the RBEG Grant from USDA is to	Rogie Nelson,	12	Program	2221 Devine Street,	Small and Minority	The Small and Minority Business Initiati
		Development Program, supported by a grant from the	create at least 30 jobs in some of the poorest areas of	Lauretha Whaley		Coordinator;	Columbia, SC 29205	Business Program	promotes social and economic self-sufficient
	"Rural Buiness Enterprise Grant" (RBEG) and one	USDA, will work to develop jobs in SC.Measurable: The	SC.	and Benjamin		Administrative		Initiative,	primarily for disadvantaged minorities by
	(1) final report by May 2016	goal of the Micro Business Development Program/USDA		Washington		Manager and			s providing entrepreneurial education and
		Grant is to create at least 30 jobs. The Commission will				Research Program		and Research and	training, business technical assistance, and
		evaluate and quantify the job creation objective of the				Manager		Policy Initiatives	provide information for microloan program
		program by surveying all of those clients that have				Manager		oncy minatives	
								1	Administrative Services provides
		benefitted from the resources that the grant program							leadership, support, and direction for the
		provides.Attainable: This object is attainable as there are							agency. Includes all program activities rela
		partnership potential in most situation and organization that	t						to Minority Business, Community Based
		support minority populations. Relevant: A core mission							Services, Research, African Americans,
		of the Commission is "to serve as a liaison with					+		Hispanic Latinos, Native Americans and o
		community leaders, businesses, and elected officials to							ethnic groups. The
		build the infrastructure needed to foster economic			1			1	Research and Policy Services initiative
		prosperity among the minority population." One of our							disseminates statistical data to state and los
		focus areas at the Commission is the development and						1	
									leaders and citizens as the agency seeks to
		expansion of minority owned businesses as a means to							address the causes and effects of
		foster economic prosperity among ethnic minorities in the							socioeconomic poverty and deprivation in
		state. The RBEG Grant supported this mission by	8						South Carolina.
		providing funding Time Bound: The Micro Business							
		Development program is supported by the RBEG Grant,						1	
		of which the Commission reports its accomplishments on a			1				
		quarterly and annually basis							
e of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.3 - Research and identify a minimum	Identifying federal and other funding can help to leverage	Increased federal, foundation and other funding	Benjamin	12	Research Program	2221 Devine Street,	Research and Policy	The Research and Policy Services initiati
	of five (5) federal funding sources coming into	scarce resources. The CMA can work with other agencies				Manager	Columbia, SC 29205		disseminates statistical data to state and loc
		and partner on various grants to assist with outreach and	communities and arouns throughout the state	in using ton		triunager.	0010111010, 50 27205	Intiatives	
	and other sources by January 2016								leaders and citizens as the agency seeks to
	and other sources by January 2016	other partnerships. Funding will be sought on a quarterly	negatively impacted by systemic poverty.						address the causes and effects of
		or as needed basis.							socioeconomic poverty and deprivation in
									South Carolina.
e of Laws, Title I, Chapter 31, Section 1-31-40	Objective 4.3.4 - Research and identify a minimum	Identifying and obtaining federal and other funding sources	Identification of grants with organizations can	Benjamin	12	Personah Program	2221 Devine Street,	Bengeren Coundinater	Program Constitution of
	of five (5) partnerships and collaborations with				12				Program Coordinators oversee the
		can help to leverage scarce resources. The CMA can work				Manager and	Columbia, SC 29205	Resarch and Policy	agency's major program initiatives that ser-
		with other organizations and agencies to partner on various				Program	11	Services	members of the State's minority population
	funds to support CMA programs by January 2016.	grants to assist with outreach and other partnerships.	communities statewide.	McElveen		Coordinators			the agency's customers, and the agency's
		Funding will be sought on a quarterly or as needed basis							stakeholders in accordance with its legisla
									mandates. The Research and
									Policy Services initiative disseminates
									statistical data to state and local leaders and
									citizens as the agency seeks to address the
									causes and effects of socioeconomic pover
						1			and deprivation in South Carolina
									1

Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.5 - Research and identify a minimum of three (3) grants for programs and initiatives by January 2016.	Specific: Staff will research and identify three (3) grants available to our agency or other partnerships with other state agencies, to meet the needs of our communities, Measurable: We will identify which grants we can potentially apply for or collaborate with other agencies that could be potential partners, Attainable: This task will be attainable if all staff members assist with this research. Relevant: The Commission's overall mission is to be a catalyst for the alleviation of poverty and deprivation among the State's ethnic minority populations, Additional grants and partnerships would allow the Commission to accomplish its goals and objectives and overall mission. Time-bound: The Commission will accomplish this objective within twelve (12) months.	Identifying grants that fall within our mission and purview will allow us to expand the services we currently provide. The public dollars that go into our agency will be supported by additional monies that support our mission. The intended benefit would be to have additional information and monies available to conduct research and possibly implement new programs that will address the needs of our community.	Washington, Rogie	12	Research Program Manager and Program Coordinators		Program Coordinators, Resarch and Policy Services	Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates, The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina
N/A	Strategy 4,4 - Seek federal and other funding on behalf of the state for the purpose of improving educational opportunities for minority groups (African American, Asian American, Hispanic/Latino, and Native American Indian) in SC.								
Code of Laws, Title 1, Chapter 31, Section 1-31-40	colleges and/or universities to seek US Department of Education, block grants and/or other discretionary grants to increase retention of minority students through the implementation of tutoring and mentoring programs by June 2016.	Specific: Funding to be used exclusively for tutors/mentors for students in high risk majority/minority school districts. Measurable: Milestones will be established to evaluate the student performance in reading and math within an academic year.Attainable: This is attainable because the students' test scores should be significantly improved. Relevant: The Commission advocates and supports the overall performance of our minority students. This will be one of the avenues by which we work toward the overall goal of alleviation of poverty and deprivation among the State ethnic minority populations. Time-bound: The Commission will begin to achieve this objective within an academic year	solicitation of grants in collaboration with local colleges for dropout prevention and to improve the	George Dennis	12	Program Coordinator	2221 Devine Street, Columbia, SC 29205	African American Affairs Program Coordinaator Initiave	The African American Affairs Initiative is responsible for confionting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.
Code of Laws, Títle 1, Chapter 31, Section 1-31-40	Objective 4,4,2 - Partner with a minimum of one (1) South Carolina Native American Indian entity to seek US Department of Justice and/or other grant to fund a tutoring and mentoring program for at-risk youth by June 2016.		SC CMA will meet requirements set forth in our statute (South Carolina Code of Laws, Title 1, Chapter 31, Section 1-31-40, Part A); and SC CMA increases minority community involvement with at risk youth through partnering with the Commission and others to seek funding for tutoring and mentoring programs.	Marcy Hayden	12	Program Coordinator			The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.

tralning opportunities.	Specific: Staff members will increase their professonal development through individual training opportunities. Measurable: This is measurable because as staff members increase their knowledge, they are able to perform more productively. Atlainable: This training is attenable because the staff members can individually enroll in professional development opportunities. Relevant: This is relevant because it increases staff members' productivity. Timebound: This training will be selected/completed by January 2016.	Through professional development opportunities, staff members become more technically proficient, thereby enhancing their job performance which increases their productivity.					
Strategy 5.1 - Provide professional development opportunities for agency staff.							
Objective 5.1.1 - I eldentify up to twenty (20) training opportunities provided by the SC Department of Administration and other sources in-state and nationally, to increase agency capacity and staff knowledge by December 2015,	Specific: Promote training opportunities to agency staff; Measurable: Objective achieved 20 training opportunities are provided; Attainable: Numerous training is offered in state government and other private sources; Relevant: Staff trained on current trends in their respective areas can provide optimum services to the minority communities we are mandated to serve; Time Bound: Objective should be achieved December 2015		Marcy Hayden, Lee	12	All staff listed above		Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups. Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates, The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina
"Staff Development Meeting" to connect staff with identified training opportunities that would enhance	Specific: Connect training opportunities to agency staff; Measurable: One meeting will be conducted to accomplish this objective; Attainable: Numerous training is offered in state government and other private sources; Relevant: Staff trained on current trends in their respective areas can provide optimum services to the minority communities we are mandated to serve; Tinte Bound: Objective should be completed by January 2016.	opportunities are provided to staff, agency capacity is increased and services to communities we serve are		12	Administrative Manager	2221 Devine Street, Columbia, SC 29205	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.

	professional development training opportunity that would enhance professional development and	Specific: Each staff member shall attend at least one professional development training; Measurable: One training opportunity for each staff member is required to meet this objective; Attainable: Numerous training opportunities are available in state government and other private sources; Relevant: Staff trained on current trends in their respective areas can provide optimum services to the minority communities we are mandated to serve; Time Bound: Objective should be completed by June 2016	opportunities are provided to staff, agency capacity is increased and services to communities we serve are improved.	McElveen, George	12 All abo	2221 Devine Street, Columbia, SC	Administrative Services, Minority Initiatives Program Coordinators, Resarch and Policy Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups. Program Coordinators oversee the agency's major program minitatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates, The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina
1	Objective 5,1,4 - Identify, establish and maintain memberships and participation in up to three (3) state and national organizations relevant to staff program areas by December 2015.	Specific: Memberships and relationships will be established with local and national organizations relevant to each program area; Measurable: Up to three organizations per program area; Attainable: Staff members have existing relationships with many organizations locally and nationally; Relevant: Connecting with these organizations will ensure our program areas have a state and national presence; Time-Bound :Objective should be completed by December 2015.	provides opportunities for agency staff to connect with our communities through forums, conferences, trainings, etc.	McElveen, George	12			Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups. Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates. The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina
	Strategy 5,2 - Provide cross training opportunities or agency staff.							

ode of Laws, Title 1, Chapter 31, Section 1-31-40	staff development meeting for staff to identify area	Specifie: Objective will provide cross training of agency cross-training staff will ensure that our agency can Thomas Smith is staff; Measurable: Conduct at least one meeting to continue providing services to the communities that Lauretha What is identify dates for cross training; Attanable: Current staff we serve when staff shortages occur due to vacancies and other situations. This is important to an agency This will ensure continuity in the communities we are our size (10 FTE's) to ensure continuity in our mandated to serve in the event of staff shortages; Time Bound: Objective should be met by January 2016	and 12 ey	2221 Devine Street, Columbia, SC 29205	Services, Minority Initiatives Program Coordinators, Resarch and Policy Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities relat to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and or ethnic groups. Program Coordinators oversee the agency's major program initiatives that serve members of I State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates. T Research and Policy Services initiative disseminates statistical data to state and loc leaders and citizens as the agency seeks to address the causes and effects of socioeconomic noverty and dentivation in

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

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Agency Responding	SC Commission for Minority Affairs	
Date of Submission	March 30, 2016	
Fiscal Year for which information below	2015-16	
pertains		

Instructions :

1) Under the "Name of Agency Program" column, enter the name of every program at the agency on a separate row.

2) Under the "Description of Program" column, enter a 1-3 sentence description of the agency program.

3) Under the "Legal Statute Requiring Program" column, enter the legal statute which requires (this is different than allows) the program, if the program is required by a state or federal statute or proviso. Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute. If the program is not required by a state or federal statute or proviso, enter "none."

3) Under the "Objective the Program Helps Accomplish" column, enter the strategic plan objective number and description. The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart. Enter ONLY ONE objective per row. If an agency program helps accomplish multiple objectives, insert additional rows with that agency program information and enter each different objective it helps accomplish on a separate row.

Name of Agency Program	Description of Program	Legal Statute or Proviso Requiring the Program	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart)
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.		List <u>ONLY ONE</u> strategic objective per row. Objective 1.1.1 - Disseminate the "2015 South Carolina County Statistical Abstract" to 175 legislators and county officials by January 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.		Objective 1.1.2 - Present the "2015 SC County Statistical Abstract" to a minimum of 30% of policy makers, public officials and interested parties at one (1) state-wide event to collect feedback and suggestions for policy and research by March 2016.

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African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	ter 31, Objective 1.1.3 - Produce the "2015 SC County Statistical Abstract Recommendations Report" to a minimum of 175 legislators, public officials and interested parties and make it publically available on the CMA website by May 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve Section 1-31-40 conditions in our community.	ter 31, Objective 1.2.1 - Identify and document challenges regarding the collection and reporting of data to CMA from other state agencies by surveying 100% of state agencies that collect and disseminate data by June 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve Section 1-31-40 conditions in our community.	er 31, Objective 2.1.1 - Research and identify a minimum of 450 elected officials, city and county officials, community contacts and stakeholders to establish one (1) state-wide database for improved communications by December 2015.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve Section 1-31-40 conditions in our community.	er 31, Objective 2.1.2 - Conduct one (1) annual survey to obtain feedback, track relationships and measure visibility from a minimum of 450 individuals/organizations by December 2015.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve Section 1-31-40 conditions in our community.	er 31, Objective 2.1.3 - Publish one (1) annual report with survey response to the CMA Board and stakeholders by June 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve Section 1-31-40 conditions in our community.	er 31, Objective 2.1.4 - Conduct a minimum of two (2) Advisory Committee meetings per program initiative (Native American, Hispanic/Latino, and African American) to address the needs of our communities and build community engagement by June 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve Section 1-31-40 conditions in our community.	er 31, Objective 2.2.1 - Produce one (1) "Key Findings Regarding Promulgation of Regulations for SC CMA" report to the CMA Board and Staff by December 2015.

African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.2 - Produce one (1) internal document entitled, "Review of CMA Statute, Regulations and Program Areas" to determine what legislative action, revisions or promulgation will be necessary by January 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.3 - Revise statute and regulations in order to carry out provisions outlined in CMA' statute to streamline programs, duties and functions to address the needs of the populations served by June 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.4.1 - At a minimum, two (2) CMA staff will have joined the SC Human Trafficking Task Force by December 2015.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.4.2 - Seek a minimum of \$250,000 in additional funding for this new initiative and statutory duties by June 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.4.3 - Create one (1) "SC CMA Human Trafficking Policy and Procedures Manual" for initiative by June 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.4.4 - Amend Human Trafficking Legislation (S. 196) to reflect adequate funding to carry out duties and other amendments by December 2015
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.1 - Conduct a minimum of one (1) agency-wide strategic planning meeting for new "CMA Agency Strategic Plan" by December 2015.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.2 - Research and identify a minimum of one (1) unique need for each population served by the CMA by December 2015.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.3 - Develop one (1) draft "CMA Agency Strategic Plan" internal document by June 2016.

African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.4 - Within 30 days of plan completion, CMA will begin to align program initiatives with agency strategic plan.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.2.1 - Develop one (1) CMA technica assistance, outreach, capacity building and information/referral processes internal document and up to three (3) forms by October 2015.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.2.2 - Train a minimum of eight (8) staff on processes to ensure timely response rates by November 2015.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.3.1 - Develop one (1) "CMA Agency Training Index" that contains trainings provided internally and externally in the areas of capacity building, micro-business, outreach, minority- population specific and others by June 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.3.2 - Establish a minimum of five (5) partnerships and collaboration through MOUs, grant agreements, committees, task forces and Board service to provide micro-business, capacity building, outreach and program services by June 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.		Objective 4.1.1 - Research at a minimum one (1) source of Education Lottery funds and gain support to use those funds for CMA initiatives for the 2017-2018 fiscal year by January 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.1.2 - Provide data and supporting information in the form of one (1) "talking points and/or quick fact sheets" document to present to budget analysts and legislators as needed by January 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.2.1 - Create one (1) strategic framework document and/or work plan for accomplishing a multi-year research project by June 2016.

African American Affairs Initiative	working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.		Objective 4.3.1 - Complete all contractual obligations for the "Growing Resources in Information Techonology" (G.R.I.T.) grant programs with Midlands Technical College and one (1) final report by April 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.2 - Complete all contractual obligations for the US Department of Argriculture's "Rural Buiness Enterprise Grant" (RBEG) and one (1) final report by May 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.3 - Research and identify a minimum of five (5) federal funding sources coming into South Carolina state agencies through block grants and other sources by January 2016.
African American Affairs Initiative	working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.		Objective 4.3.4 - Research and identify a minimum of five (5) partnerships and collaborations with federal, state and non-profit organizations to receive funds to support CMA programs by January 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.		Objective 4.3.5 - Research and identify a minimum of three (3) grants for programs and initiatives by January 2016.
African American Affairs Initiative	working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.		Objective 4.4.1 - Partner with up to three (3) colleges and/or universities to seek US Department of Education, block grants and/or other discretionary grants to increase retention of minority students through the implementation of tutoring and mentoring programs by June 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.		Objective 5.1.1 - Identify up to twenty (20) training opportunities provided by the SC Department of Administration and other sources in-state and nationally, to increase agency capacity and staff knowledge by December 2015.

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African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, e Section 1-31-40	Objective 5.1.2 - Conduct a minimum of one (1) "Staff Development Meeting" to connect staff with identified training opportunities that would enhance their professional development and performance by January 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, e Section 1-31-40	Objective 5.1.3 - Attend a minimum one (1) professional development training opportunity that would enhance professional development and performance by June 2016.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, e Section 1-31-40	Objective 5.1.4 - Identify, establish and maintain memberships and participation in up to three (3) state and national organizations relevant to staff program areas by December 2015.
African American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.2.1 - Conduct a minimum of one (1) staff development meeting for staff to identify areas and duties for cross training on other program areas and duties within CMA by January 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.1.1 - Disseminate the "2015 South Carolina County Statistical Abstract" to 175 legislators and county officials by January 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.1.2 - Present the "2015 SC County Statistical Abstract" to a minimum of 30% of policy makers, public officials and interested parties at one (1) state-wide event to collect feedback and suggestions for policy and research by March 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.1.3 - Produce the "2015 SC County Statistical Abstract Recommendations Report" to a minimum of 175 legislators, public officials and interested parties and make it publically available on the CMA website by May 2016.

Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.2.1 - Identify and document challenges regarding the collection and reporting of data to CMA from other state agencies by surveying 100% of state agencies that collect and disseminate data by June 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.1 - Research and identify a minimum of 450 elected officials, city and county officials, community contacts and stakeholders to establish one (1) state-wide database for improved communications by December 2015.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.2 - Conduct one (1) annual survey to obtain feedback, track relationships and measure visibility from a minimum of 450 individuals/organizations by December 2015.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.3 - Publish one (1) annual report with survey response to the CMA Board and stakeholders by June 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.1 - Produce one (1) "Key Findings Regarding Promulgation of Regulations for SC CMA" report to the CMA Board and Staff by December 2015.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.2 - Produce one (1) internal document entitled, "Review of CMA Statute, Regulations and Program Areas" to determine what legislative action, revisions or promulgation will be necessary by January 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.3 - Revise statute and regulations in order to carry out provisions outlined in CMA's statute to streamline programs, duties and functions to address the needs of the populations served by June 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.1 - Conduct a minimum of one (1) agency-wide strategic planning meeting for new "CMA Agency Strategic Plan" by December 2015.

Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.2 - Research and identify a minimum of one (1) unique need for each population served by the CMA by December 2015.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.3 - Develop one (1) draft "CMA Agency Strategic Plan" internal document by June 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.4 - Within 30 days of plan completion, CMA will begin to align program initiatives with agency strategic plan.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.2.1 - Develop one (1) CMA technical assistance, outreach, capacity building and information/referral processes internal document and up to three (3) forms by October 2015.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.2.2 - Train a minimum of eight (8) staff on processes to ensure timely response rates by November 2015.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.3.1 - Develop one (1) "CMA Agency Training Index" that contains trainings provided internally and externally in the areas of capacity building, micro-business, outreach, minority- population specific and others by June 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.3.2 - Establish a minimum of five (5) partnerships and collaboration through MOUs, grant agreements, committees, task forces and Board service to provide micro-business, capacity building, outreach and program services by June 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.1.1 - Research at a minimum one (1) source of Education Lottery funds and gain support to use those funds for CMA initiatives for the 2017-2018 fiscal year by January 2016.

Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.1.2 - Provide data and supporting information in the form of one (1) "talking points and/or quick fact sheets" document to present to budget analysts and legislators as needed by January 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.2.1 - Create one (1) strategic framework document and/or work plan for accomplishing a multi-year research project by June 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.1 - Complete all contractual obligations for the "Growing Resources in Information Techonology" (G.R.I.T.) grant programs with Midlands Technical College and one (1) final report by April 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.2 - Complete all contractual obligations for the US Deparment of Argriculture's "Rural Buiness Enterprise Grant" (RBEG) and one (1) final report by May 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.3 - Research and identify a minimum of five (5) federal funding sources coming into South Carolina state agencies through block grants and other sources by January 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.4 - Research and identify a minimum of five (5) partnerships and collaborations with federal, state and non-profit organizations to receive funds to support CMA programs by January 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.5 - Research and identify a minimum of three (3) grants for programs and initiatives by January 2016.

Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates	Code of Laws, Title 1, Chapter 31,	Objective 4.4.1 - Partner with up to three (3)
	with technical assistance, capacity building, collaboration, and partnership to better service communities.	Section 1-31-40	colleges and/or universities to seek US Department of Education, block grants and/or other discretionary grants to increase retention of minority students through the implementation of tutoring and mentoring programs by June 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.1 - Identify up to twenty (20) training opportunities provided by the SC Department of Administration and other sources in-state and nationally, to increase agency capacity and staff knowledge by December 2015.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.2 - Conduct a minimum of one (1) "Staff Development Meeting" to connect staff with identified training opportunities that would enhance their professional development and performance by January 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.3 - Attend a minimum one (1) professional development training opportunity that would enhance professional development and performance by June 2016.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.4 - Identify, establish and maintain memberships and participation in up to three (3) state and national organizations relevant to staff program areas by December 2015.
Community Based Services Initiative	The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration, and partnership to better service communities.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.2.1 - Conduct a minimum of one (1) staff development meeting for staff to identify areas and duties for cross training on other program areas and duties within CMA by January 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.1.1 - Disseminate the "2015 South Carolina County Statistical Abstract" to 175 legislators and county officials by January 2016.

Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.1.2 - Present the "2015 SC County Statistical Abstract" to a minimum of 30% of policy makers, public officials and interested parties at one (1) state-wide event to collect feedback and suggestions for policy and research by March 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.1.3 - Produce the "2015 SC County Statistical Abstract Recommendations Report" to a minimum of 175 legislators, public officials and interested parties and make it publically available on the CMA website by May 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.2.1 - Identify and document challenges regarding the collection and reporting of data to CMA from other state agencies by surveying 100% of state agencies that collect and disseminate data by June 2016.
Hispanic/Latino Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.1 - Research and identify a minimum of 450 elected officials, city and county officials, community contacts and stakeholders to establish one (1) state-wide database for improved communications by December 2015.
Hispanic/Latino Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.2 - Conduct one (1) annual survey to obtain feedback, track relationships and measure visibility from a minimum of 450 individuals/organizations by December 2015.
Hispanic/Latino Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.3 - Publish one (1) annual report with survey response to the CMA Board and stakeholders by June 2016.
Hispanic/Latino Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.4 - Conduct a minimum of two (2) Advisory Committee meetings per program initiative (Native American, Hispanic/Latino, and African American) to address the needs of our communities and build community engagement by June 2016.

Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.1 - Produce one (1) "Key Findings Regarding Promulgation of Regulations for SC CMA" report to the CMA Board and Staff by December 2015.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.2 - Produce one (1) internal document entitled, "Review of CMA Statute, Regulations and Program Areas" to determine what legislative action, revisions or promulgation will be necessary by January 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.3 - Revise statute and regulations in order to carry out provisions outlined in CMA's statute to streamline programs, duties and functions to address the needs of the populations served by June 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.4.1 - At a minimum, two (2) CMA staff will have joined the SC Human Trafficking Task Force by December 2015.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.4.2 - Seek a minimum of \$250,000 in additional funding for this new initiative and statutory duties by June 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.4.3 - Create one (1) "SC CMA Human Trafficking Policy and Procedures Manual" for initiative by June 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.4.4 - Amend Human Trafficking Legislation (S. 196) to reflect adequate funding to carry out duties and other amendments by December 2015
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.1 - Conduct a minimum of one (1) agency-wide strategic planning meeting for new "CMA Agency Strategic Plan" by December 2015.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.2 - Research and identify a minimum of one (1) unique need for each population served by the CMA by December 2015.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.3 - Develop one (1) draft "CMA Agency Strategic Plan" internal document by June 2016.

Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.4 - Within 30 days of plan completion, CMA will begin to align program initiatives with agency strategic plan.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.2.1 - Develop one (1) CMA technical assistance, outreach, capacity building and information/referral processes internal document and up to three (3) forms by October 2015.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.2.2 - Train a minimum of eight (8) staff on processes to ensure timely response rates by November 2015.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.3.1 - Develop one (1) "CMA Agency Training Index" that contains trainings provided internally and externally in the areas of capacity building, micro-business, outreach, minority- population specific and others by June 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.3.2 - Establish a minimum of five (5) partnerships and collaboration through MOUs, grant agreements, committees, task forces and Board service to provide micro-business, capacity building, outreach and program services by June 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.1.1 - Research at a minimum one (1) source of Education Lottery funds and gain support to use those funds for CMA initiatives for the 2017-2018 fiscal year by January 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.1.2 - Provide data and supporting information in the form of one (1) "talking points and/or quick fact sheets" document to present to budget analysts and legislators as needed by January 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community. Page 13	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.2.1 - Create one (1) strategic framework document and/or work plan for accomplishing a multi-year research project by June 2016.

Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.1 - Complete all contractual obligations for the "Growing Resources in Information Techonology" (G.R.I.T.) grant programs with Midlands Technical College and one (1) final report by April 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.2 - Complete all contractual obligations for the US Department of Argriculture's "Rural Buiness Enterprise Grant" (RBEG) and one (1) final report by May 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.3 - Research and identify a minimum of five (5) federal funding sources coming into South Carolina state agencies through block grants and other sources by January 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.4 - Research and identify a minimum of five (5) partnerships and collaborations with federal, state and non-profit organizations to receive funds to support CMA programs by January 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.5 - Research and identify a minimum of three (3) grants for programs and initiatives by January 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.4.1 - Partner with up to three (3) colleges and/or universities to seek US Department of Education, block grants and/or other discretionary grants to increase retention of minority students through the implementation of tutoring and mentoring programs by June 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.1 - Identify up to twenty (20) training opportunities provided by the SC Department of Administration and other sources in-state and nationally, to increase agency capacity and staff knowledge by December 2015.

Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.2 - Conduct a minimum of one (1) "Staff Development Meeting" to connect staff with identified training opportunities that would enhance their professional development and performance by January 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.3 - Attend a minimum one (1) professional development training opportunity that would enhance professional development an performance by June 2016.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.4 - Identify, establish and maintair memberships and participation in up to three (3) state and national organizations relevant to staff program areas by December 2015.
Hispanic/Latino Affairs Initiative	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino community of South Carolina to include economic, educatin, health, public safety, human rights and other pertinent issues that affect the Hispanic community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.2.1 - Conduct a minimum of one (1) staff development meeting for staff to identify areas and duties for cross training on other program areas and duties within CMA by January 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.1.1 - Disseminate the "2015 South Carolina County Statistical Abstract" to 175 legislators and county officials by January 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.1.2 - Present the "2015 SC County Statistical Abstract" to a minimum of 30% of policy makers, public officials and interested parties at one (1) state-wide event to collect feedback and suggestions for policy and research by March 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.1.3 - Produce the "2015 SC County Statistical Abstract Recommendations Report" to a minimum of 175 legislators, public officials and interested parties and make it publically available on the CMA website by May 2016.

Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.2.1 - Identify and document challenges regarding the collection and reporting of data to CMA from other state agencies by surveying 100% of state agencies that collect and disseminate data by June 2016.
Native American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.1 - Research and identify a minimum of 450 elected officials, city and county officials, community contacts and stakeholders to establish one (1) state-wide database for improved communications by December 2015.
Native American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.2 - Conduct one (1) annual survey to obtain feedback, track relationships and measure visibility from a minimum of 450 individuals/organizations by December 2015.
Native American Affairs Initiative	The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations, to develop strategies and be a catalyst to improve conditions in our community.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.3 - Publish one (1) annual report with survey response to the CMA Board and stakeholders by June 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.4 - Conduct a minimum of two (2) Advisory Committee meetings per program initiative (Native American, Hispanic/Latino, and African American) to address the needs of our communities and build community engagement by June 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.1 - Produce one (1) "Key Findings Regarding Promulgation of Regulations for SC CMA" report to the CMA Board and Staff by December 2015.
Native American Affairs Initiative		Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.2 - Produce one (1) internal document entitled, "Review of CMA Statute, Regulations and Program Areas" to determine what legislative action, revisions or promulgation will be necessary by January 2016.

Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.3 - Revise statute and regulations in order to carry out provisions outlined in CMA's statute to streamline programs, duties and functions to address the needs of the populations served by June 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.3.1 - Pre-file a minimum of one (1) concurrent resolution acknowledging any outstanding state recognized tribes and groups from previous petition cycles by December 2015.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.3.2 - Conduct two (2) State Recognition application cycles (September 1 and April 1) in which applications (petitions) are submitted in accordance with current law by June 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.3.3 - Conduct up to two (2) "State Recognition Application Workshops" pertaining to the state recognition process, law and application for entities interested in applying for state recognition by June 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.3.4 - Fulfill 100% of requirements for state recognition process for petition cycle 9/1/2015 by June 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.4.1 - At a minimum, two (2) CMA staff will have joined the SC Human Trafficking Task Force by December 2015.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.4.2 - Seek a minimum of \$250,000 in additional funding for this new initiative and statutory duties by June 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.4.3 - Create one (1) "SC CMA Human Trafficking Policy and Procedures Manual" for initiative by June 2016.

Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the	Code of Laws, Title 1, Chapter 31,	
	framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Section 1-31-40	Objective 2.4.4 - Amend Human Trafficking Legislation (S. 196) to reflect adequate funding to carry out duties and other amendments by December 2015
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.1 - Conduct a minimum of one (1) agency-wide strategic planning meeting for new "CMA Agency Strategic Plan" by December 2015.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.2 - Research and identify a minimum of one (1) unique need for each population served by the CMA by December 2015.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.3 - Develop one (1) draft "CMA Agency Strategic Plan" internal document by June 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.4 - Within 30 days of plan completion, CMA will begin to align program initiatives with agency strategic plan.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.2.1 - Develop one (1) CMA technical assistance, outreach, capacity building and information/referral processes internal document and up to three (3) forms by October 2015.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.2.2 - Train a minimum of eight (8) staff on processes to ensure timely response rates by November 2015.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Section 1-31-40	Objective 3.3.1 - Develop one (1) "CMA Agency Training Index" that contains trainings provided internally and externally in the areas of capacity building, micro-business, outreach, minority- population specific and others by June 2016.

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Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.3 - Research and identify a minimum of five (5) federal funding sources coming into South Carolina state agencies through block grants and other sources by January 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.2 - Complete all contractual obligations for the US Deparment of Argriculture's "Rural Buiness Enterprise Grant" (RBEG) and one (1) final report by May 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.1 - Complete all contractual obligations for the "Growing Resources in Information Techonology" (G.R.I.T.) grant programs with Midlands Technical College and one (1) final report by April 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.2.1 - Create one (1) strategic framework document and/or work plan for accomplishing a multi-year research project by June 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.1.2 - Provide data and supporting information in the form of one (1) "talking points and/or quick fact sheets" document to present to budget analysts and legislators as needed by January 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.1.1 - Research at a minimum one (1) source of Education Lottery funds and gain support to use those funds for CMA initiatives for the 2017-2018 fiscal year by January 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.3.2 - Establish a minimum of five (5 partnerships and collaboration through MOUs, grant agreements, committees, task forces and Board service to provide micro-business, capacit building, outreach and program services by June 2016.

Native American Affaire Initiation			
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.4 - Research and identify a minimum of five (5) partnerships and collaborations with federal, state and non-profit organizations to receive funds to support CMA programs by January 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.5 - Research and identify a minimum of three (3) grants for programs and initiatives by January 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.4.1 - Partner with up to three (3) colleges and/or universities to seek US Department of Education, block grants and/or other discretionary grants to increase retention of minority students through the implementation of tutoring and mentoring programs by June 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.4.2 - Partner with a minimum of one (1) South Carolina Native American Indian entity to seek US Department of Justice and/or other grant to fund a tutoring and mentoring program for at-risk youth by June 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.1 - Identify up to twenty (20) training opportunities provided by the SC Department of Administration and other sources in-state and nationally, to increase agency capacity and staff knowledge by December 2015.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.2 - Conduct a minimum of one (1) "Staff Development Meeting" to connect staff with identified training opportunities that would enhance their professional development and performance by January 2016.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.3 - Attend a minimum one (1) professional development training opportunity that would enhance professional development and performance by June 2016.

Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.4 - Identify, establish and maintain memberships and participation in up to three (3) state and national organizations relevant to staff program areas by December 2015.
Native American Affairs Initiative	The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.2.1 - Conduct a minimum of one (1) staff development meeting for staff to identify areas and duties for cross training on other program areas and duties within CMA by Januar 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.1.1 - Disseminate the "2015 South Carolina County Statistical Abstract" to 175 legislators and county officials by January 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.1.2 - Present the "2015 SC County Statistical Abstract" to a minimum of 30% of policy makers, public officials and interested parties at one (1) state-wide event to collect feedback and suggestions for policy and research by March 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.1.3 - Produce the "2015 SC County Statistical Abstract Recommendations Report" to a minimum of 175 legislators, public officials and interested parties and make it publically available on the CMA website by May 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.2.1 - Identify and document challenges regarding the collection and reporting of data to CMA from other state agencies by surveying 100% of state agencies that collect and disseminate data by June 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.1 - Research and identify a minimum of 450 elected officials, city and county officials, community contacts and stakeholders to establish one (1) state-wide database for improved communications by December 2015.

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Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.2 - Conduct one (1) annual survey to obtain feedback, track relationships and measure visibility from a minimum of 450 individuals/organizations by December 2015.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.3 - Publish one (1) annual report with survey response to the CMA Board and stakeholders by June 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.1 - Produce one (1) "Key Findings Regarding Promulgation of Regulations for SC CMA" report to the CMA Board and Staff by December 2015.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.2 - Produce one (1) internal document entitled, "Review of CMA Statute, Regulations and Program Areas" to determine what legislative action, revisions or promulgation will be necessary by January 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.3 - Revise statute and regulations in order to carry out provisions outlined in CMA's statute to streamline programs, duties and functions to address the needs of the populations served by June 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.1 - Conduct a minimum of one (1) agency-wide strategic planning meeting for new "CMA Agency Strategic Plan" by December 2015.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.2 - Research and identify a minimum of one (1) unique need for each population served by the CMA by December 2015.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.3 - Develop one (1) draft "CMA Agency Strategic Plan" internal document by June 2016.

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Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.4 - Within 30 days of plan completion, CMA will begin to align program initiatives with agency strategic plan.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.2.1 - Develop one (1) CMA technical assistance, outreach, capacity building and information/referral processes internal document and up to three (3) forms by October 2015.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.2.2 - Train a minimum of eight (8) staff on processes to ensure timely response rates by November 2015.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.3.1 - Develop one (1) "CMA Agency Training Index" that contains trainings provided internally and externally in the areas of capacity building, micro-business, outreach, minority- population specific and others by June 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.3.2 - Establish a minimum of five (5) partnerships and collaboration through MOUs, grant agreements, committees, task forces and Board service to provide micro-business, capacity building, outreach and program services by June 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.1.1 - Research at a minimum one (1) source of Education Lottery funds and gain support to use those funds for CMA initiatives for the 2017-2018 fiscal year by January 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.1.2 - Provide data and supporting information in the form of one (1) "talking points and/or quick fact sheets" document to present to budget analysts and legislators as needed by January 2016.

Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.2.1 - Create one (1) strategic framework document and/or work plan for accomplishing a multi-year research project by June 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.1 - Complete all contractual obligations for the "Growing Resources in Information Techonology" (G.R.I.T.) grant programs with Midlands Technical College and one (1) final report by April 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.2 - Complete all contractual obligations for the US Department of Argriculture's "Rural Buiness Enterprise Grant" (RBEG) and one (1) final report by May 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.3 - Research and identify a minimum of five (5) federal funding sources coming into South Carolina state agencies through block grants and other sources by January 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.4 - Research and identify a minimum of five (5) partnerships and collaborations with federal, state and non-profit organizations to receive funds to support CMA programs by January 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.5 - Research and identify a minimum of three (3) grants for programs and initiatives by January 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.4.1 - Partner with up to three (3) colleges and/or universities to seek US Department of Education, block grants and/or other discretionary grants to increase retention of minority students through the implementation of tutoring and mentoring programs by June 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.1 - Identify up to twenty (20) training opportunities provided by the SC Department of Administration and other sources in-state and nationally, to increase agency capacity and staff knowledge by December 2015.
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Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.2 - Conduct a minimum of one (1) "Staff Development Meeting" to connect staff with identified training opportunities that would enhance their professional development and performance by January 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.3 - Attend a minimum one (1) professional development training opportunity that would enhance professional development and performance by June 2016.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.4 - Identify, establish and maintain memberships and participation in up to three (3) state and national organizations relevant to staff program areas by December 2015.
Small and Minority Business Affairs Initiative	We promote social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.2.1 - Conduct a minimum of one (1) staff development meeting for staff to identify areas and duties for cross training on other program areas and duties within CMA by January 2016.
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Section 1-31-40	Objective 1.1.1 - Disseminate the "2015 South Carolina County Statistical Abstract" to 175 legislators and county officials by January 2016.
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Section 1-31-40	Objective 1.1.2 - Present the "2015 SC County Statistical Abstract" to a minimum of 30% of policy makers, public officials and interested parties at one (1) state-wide event to collect feedback and suggestions for policy and research by March 2016.

Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.1.3 - Produce the "2015 SC County Statistical Abstract Recommendations Report" to a minimum of 175 legislators, public officials and interested parties and make it publically available on the CMA website by May 2016.
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.2.1 - Identify and document challenges regarding the collection and reporting of data to CMA from other state agencies by surveying 100% of state agencies that collect and disseminate data by June 2016.
Research and Policy Initiatives		Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.1 - Research and identify a minimum of 450 elected officials, city and county officials, community contacts and stakeholders to establish one (1) state-wide database for improved communications by December 2015.
Research and Policy Initiatives		Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.2 - Conduct one (1) annual survey to obtain feedback, track relationships and measure visibility from a minimum of 450 individuals/organizations by December 2015.
Research and Policy Initiatives		Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.1.3 - Publish one (1) annual report with survey response to the CMA Board and stakeholders by June 2016.
Research and Policy Initiatives		Section 1-31-40	Objective 2.2.1 - Produce one (1) "Key Findings Regarding Promulgation of Regulations for SC CMA" report to the CMA Board and Staff by December 2015.

Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.2 - Produce one (1) internal document entitled, "Review of CMA Statute, Regulations and Program Areas" to determine what legislative action, revisions or promulgation will be necessary by January 2016.
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Section 1-31-40	Objective 2.2.3 - Revise statute and regulations in order to carry out provisions outlined in CMA's statute to streamline programs, duties and functions to address the needs of the populations served by June 2016.
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.1 - Conduct a minimum of one (1) agency-wide strategic planning meeting for new "CMA Agency Strategic Plan" by December 2015.
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.3 - Develop one (1) draft "CMA Agency Strategic Plan" internal document by June 2016.
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.1.4 - Within 30 days of plan completion, CMA will begin to align program initiatives with agency strategic plan.
Research and Policy Initiatives		Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.2.1 - Develop one (1) CMA technical assistance, outreach, capacity building and information/referral processes internal document and up to three (3) forms by October 2015.

Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 3.2.2 - Train a minimum of eight (8) staff on processes to ensure timely response rates by November 2015.
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Section 1-31-40	Objective 3.3.1 - Develop one (1) "CMA Agency Training Index" that contains trainings provided internally and externally in the areas of capacity building, micro-business, outreach, minority- population specific and others by June 2016.
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Section 1-31-40	Objective 3.3.2 - Establish a minimum of five (5) partnerships and collaboration through MOUs, grant agreements, committees, task forces and Board service to provide micro-business, capacity building, outreach and program services by June 2016.
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.1.1 - Research at a minimum one (1) source of Education Lottery funds and gain support to use those funds for CMA initiatives for the 2017-2018 fiscal year by January 2016.
Research and Policy Initiatives		Section 1-31-40	Objective 4.1.2 - Provide data and supporting information in the form of one (1) "talking points and/or quick fact sheets" document to present to budget analysts and legislators as needed by January 2016.
		Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.2.1 - Create one (1) strategic framework document and/or work plan for accomplishing a multi-year research project by June 2016.

Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.3.1 - Complete all contractual obligations for the "Growing Resources in Information Techonology" (G.R.I.T.) grant programs with Midlands Technical College and one (1) final report by April 2016.
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Section 1-31-40	Objective 4.3.2 - Complete all contractual obligations for the US Department of Argriculture's "Rural Buiness Enterprise Grant" (RBEG) and one (1) final report by May 2016.
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Section 1-31-40	Objective 4.3.3 - Research and identify a minimum of five (5) federal funding sources coming into South Carolina state agencies through block grants and other sources by January 2016.
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Section 1-31-40	Objective 4.3.4 - Research and identify a minimum of five (5) partnerships and collaborations with federal, state and non-profit organizations to receive funds to support CMA programs by January 2016.
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Section 1-31-40	Objective 4.3.5 - Research and identify a minimum of three (3) grants for programs and initiatives by January 2016.
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 4.4.1 - Partner with up to three (3) colleges and/or universities to seek US Department of Education, block grants and/or other discretionary grants to increase retention of minority students through the implementation of tutoring and mentoring programs by June 2016.

Associated Progr	ams ³⁰		
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.1 - Identify up to twenty (20) training opportunities provided by the SC Department of Administration and other sources in-state and nationally, to increase agency capacity and staff knowledge by December 2015
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.2 - Conduct a minimum of one (1) "Staff Development Meeting" to connect staff with identified training opportunities that would enhance their professional development and performance by January 2016.
Research and Policy Initiatives	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Section 1-31-40	Objective 5.1.3 - Attend a minimum one (1) professional development training opportunity that would enhance professional development and performance by June 2016.
Research and Policy Initiatives		Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 5.1.4 - Identify, establish and maintain memberships and participation in up to three (3) state and national organizations relevant to staff program areas by December 2015.

	help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.		program areas by December 2015.
	The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders, for profit and non-profit organizations, and individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study and address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	Section 1-31-40	Objective 5.2.1 - Conduct a minimum of one (1) staff development meeting for staff to identify areas and duties for cross training on other program areas and duties within CMA by January 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 1.1.1 - Disseminate the "2015 South Carolina County Statistical Abstract" to 175 legislators and county officials by January 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Section 1-31-40	Objective 1.1.2 - Present the "2015 SC County Statistical Abstract" to a minimum of 30% of policy makers, public officials and interested parties at one (1) state-wide event to collect feedback and suggestions for policy and research by March 2016.
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Administrative Services		
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 1.1.3 - Produce the "2015 SC County Statistical Abstract Recommendations Report" to a minimum of 175 legislators, public officials and interested parties and make it publically available on the CMA website by May 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 1.2.1 - Identify and document challenges regarding the collection and reporting of data to CMA from other state agencies by surveying 100% of state agencies that collect and disseminate data by June 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 2.1.1 - Research and identify a minimum of 450 elected officials, city and county officials, community contacts and stakeholders to establish one (1) state-wide database for improved communications by December 2015.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 2.1.2 - Conduct one (1) annual survey to obtain feedback, track relationships and measure visibility from a minimum of 450 individuals/organizations by December 2015.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 2.1.3 - Publish one (1) annual report with survey response to the CMA Board and stakeholders by June 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 2.2.1 - Produce one (1) "Key Findings Regarding Promulgation of Regulations for SC CMA" report to the CMA Board and Staff by December 2015.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 2.2.2 - Produce one (1) internal document entitled, "Review of CMA Statute, Regulations and Program Areas" to determine what legislative action, revisions or promulgation will be necessary by January 2016.

Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups. Code of Laws, Title 1, Chapter 31, Section 1-31-40	Objective 2.2.3 - Revise statute and regulations in order to carry out provisions outlined in CMA ⁴ statute to streamline programs, duties and functions to address the needs of the populations served by June 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 2.4.2 - Seek a minimum of \$250,000 is additional funding for this new initiative and statutory duties by June 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 2.4.3 - Create one (1) "SC CMA Human Trafficking Policy and Procedures Manual" for initiative by June 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 2.4.4 - Amend Human Trafficking Legislation (S. 196) to reflect adequate funding to carry out duties and other amendments by December 2015
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 3.1.1 - Conduct a minimum of one (1) agency-wide strategic planning meeting for new "CMA Agency Strategic Plan" by December 2015.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 3.1.3 - Develop one (1) draft "CMA Agency Strategic Plan" internal document by June 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 3.1.4 - Within 30 days of plan completion, CMA will begin to align program initiatives with agency strategic plan.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 3.2.1 - Develop one (1) CMA technical assistance, outreach, capacity building and information/referral processes internal document and up to three (3) forms by October 2015.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 3.2.2 - Train a minimum of eight (8) staff on processes to ensure timely response rates by November 2015.

Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 3.3.1 - Develop one (1) "CMA Agence Training Index" that contains trainings provided internally and externally in the areas of capacity building, micro-business, outreach, minority- population specific and others by June 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 3.3.2 - Establish a minimum of five (5 partnerships and collaboration through MOUs, grant agreements, committees, task forces and Board service to provide micro-business, capacit building, outreach and program services by June 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 4.1.1 - Research at a minimum one (1) source of Education Lottery funds and gain support to use those funds for CMA initiatives for the 2017-2018 fiscal year by January 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 4.1.2 - Provide data and supporting information in the form of one (1) "talking points and/or quick fact sheets" document to present to budget analysts and legislators as needed by January 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 4.2.1 - Create one (1) strategic framework document and/or work plan for accomplishing a multi-year research project by June 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 4.3.1 - Complete all contractual obligations for the "Growing Resources in Information Techonology" (G.R.I.T.) grant programs with Midlands Technical College and one (1) final report by April 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Objective 4.3.2 - Complete all contractual obligations for the US Department of Argriculture's "Rural Buiness Enterprise Grant" (RBEG) and one (1) final report by May 2016.

Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups. Code of Laws, Title 1, Chapter 31, Section 1-31-40 Objective 4.3.3 - Research and identify a minimum of five (5) federal funding sources coming into South Carolina state agencies through block grants and other sources by January 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Code of Laws, Title 1, Chapter 31, Objective 4.3.4 - Research and identify a Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other Section 1-31-40 minimum of five (5) partnerships and ethnic groups. organizations to receive funds to support CMA
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.
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Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Code of Laws, Title 1, Chapter 31, Objective 5.1.2 - Conduct a minimum of one (1) Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other Section 1-31-40 "Staff Development Meeting" to connect staff with identified training opportunities that would enhance their professional development and performance by January 2016.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Code of Laws, Title 1, Chapter 31, Objective 5.1.3 - Attend a minimum one (1) Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other Section 1-31-40 Professional development training opportunity that would enhance professional development and performance by June 2016.

	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Section 1-31-40	Objective 5.1.4 - Identify, establish and maintain memberships and participation in up to three (3) state and national organizations relevant to staff program areas by December 2015.
Administrative Services	Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	Section 1-31-40	Objective 5.2.1 - Conduct a minimum of one (1) staff development meeting for staff to identify areas and duties for cross training on other program areas and duties within CMA by January 2016.

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

Agency Responding	SC Commission for Minority Affairs			
Date of Submission	March 30, 2016			
Fiscal Year for which information below pertains	2015-2016	1		

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

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

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

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

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1) Enter each agency objective and description (i.e. Objective 1.1.1 - insert description of objective). The agency can insert as many rows as necessary so that all objectives are included,

After entering all of the objectives, enter each "unrelated purpose" for which money received by the agency will go (i.e. Unrelated Purpose" is money the agency will go (i.e. Unrelated Purpose) on a separate row. An "unrelated purpose" is money the agency is legislatively directed to spend on something that is not related to an agency objective (i.e. pass through, carry forward, etc.).
 Enter how much money from each source of funds in Part B should equal the "Amount estimated to have available to spend this fiscal year" in Part A.

	Explanations from the Agency regarding Part A:	Insert any additional explanations the agency would like to provide related to the information it provides below.								
PARTA	Source of Funds:	Totals	General Appropriations	Other Funds-Bingo	Other Funds - Authorization	USDA RBEG	Insert name of Source of Funds #5			
Estimated Funds Available this Fiscal	Is the source state, other or federal funding:	Totals	State	State	Other Funds	Federal	State, Federal or Other Funds?	ElC.		
	Is funding recurring or one-time?	Totals	Recurring	Recurring	one time funds - raised by agency		Recurring or one-time funding?	State, Federal or Other Funds?		
	5 From Last Year Available to Spend this Year				one time plants - reaset by agency	Gont tone paralang	Recurring of one-time junating?	Recurring or one-time funding?		
	Amount available at end of previous fiscal year	\$ 105,160.00	\$ 36,606,00	\$ 28,447.00	\$ 40,107.00	S .				
	Amount available at end of previous fiscal year that agency can actually use this fiscal year:	\$ 105,160.00								
	If the amounts in the two rows above are not the same, explain why :	Enter explanation for each fund	to the right							
	\$ Estimated to Receive this Year									
	Amount budgeted/estimated to receive in this fiscal year:	\$ 940,879.00	\$ 742,879,00	\$ 131,000.00	\$ 15,000.00	\$ 52,000.00				
	Total Actually Available this Year			101,000.00	10,000.00	3 32,000.00				
	Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	\$ 1,046,039.00	\$ 779,485.00	\$ 159,447.00	\$ 55,107.00	\$ 52,000.00				

	Explanations from the Agency regarding Part B:		Insert any additional explana	tions the agency would like to	provide related to the information it	provides below.		
ART B ow Agency Budgeted Funds this scal Year	Source of Funds: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	General Appropriations	Other Funds-Bingo	Other Funds - Authorization	USDA RBEG	Insert name of Source of Funds #5	Etc.
cai vear 15-16)	Is source state, other or federal funding: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	State	State	Other Funds	Federal	State, Federal or Other Funds?	State, Federal or Other Funds?
	Restrictions on how agency is able to spend the funds from this source:	n/a						
	Amount estimated to have available to spend this fiscal year: (the rows to the left should populate automatically from what the agency entered in Part A)	\$ 1,046,039.00	\$ 779,485.00	\$ 159,447.00	\$ 55,107_00	\$ 52,000.00	\$	- \$
	Are expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	N/A	yes	yes	yes	yes		
	Where Agency Budgeted to Spend Money this Year							
	Objective 1.1.1 - insert description of abjective: **Remember to include a colon (:) at the end of each objective and unrelated purpose description**							
	Objective 1.1.2 - insert description of objective:							
	Unrelated Purpose #1 - insert description: Unrelated Purpose #2 - insert description:							
	etc.							
	Total Budgeted to Spend on Objectives and Unrelated Purposes: (this should be the same as Amount estimated to have available to spend this fiscal year)	\$ 995,875,00						
	Objective 1,1,1 - Disseminate the "2015 South Carolina County Statistical Abstract" to 175 legislators and county officials by January 2016,	\$ 26,340.21	\$ 24,840.21	\$ 1,500.00				
	Objective 1.1.2 - Present the "2015 SC County Statistical Abstract" to a minimum of 30% of policy makers, public officials and interested parties at one (1) state-wide event to collect feedback and suggestions for policy and research by March 2016.	\$ 26,340,21	\$ 24,840.21	\$ 1,500,00				
	Objective 1,1,3 - Produce the "2015 SC County Statistical Abstract Recommendations Report" to a minimum of 175 legislators, public officials and interested parties and make it publically available on the CMA website by May 2016.	\$ 26,340,21	\$ 24,840.21	\$ 1,500.00				
	Objective 1.2.1 - Identify and document challenges regarding the collection and reporting of data to CMA from other state agencies by surveying 100% of state agencies that collect and disseminate data by June 2016.	\$ 26,340,21	\$ 24,840.21	\$ 1,500.00				
	Objective 2.1.1 - Research and identify a minimum of 450 elected officials, city and county officials, community contacts and stakeholders to establish one (1) state-wide database for improved communications by December 2015.	S 16,779.14	\$ 15,279,14	\$ 1,500.00				
	Objective 2.1.2 - Conduct one (1) annual survey to obtain feedback, track relationships and measure visibility from a minimum of 450 individuals/organizations by December 2015.	\$ 16,779.14	\$ 15,279,14	\$ 1,500,00				
	Objective 2,1,3 - Publish one (1) annual report with survey response to the CMA Board and stakeholders by June 2016.	\$ 16,779_14	\$ 15,279.14	\$ 1,500.00				
	Objective 2,1.4 - Conduct a minimum of two (2) Advisory Committee meetings per program initiative (Native American, Hispanic/Latino, and African American) to address the needs of our communities and build community engagement by June 2016.	\$ 16,719.35	\$ 10,283.00	\$ 6,436.35				
	Objective 2,2.1 - Produce one (1) "Key Findings Regarding Promulgation of Regulations for SC CMA" report to the CMA Board and Staff by December 2015.	\$ 26,452.92	\$ 21,099,24	\$ 5,353.68				

Objective 2,2,2 - Produce one (1) internal document entitled, "Review of CMA	\$ 31,535.	54 8	26,181.86 \$	5,353.68			1 · · · · · · · · · · · · · · · · · · ·	
Statute, Regulations and Program Areas" to determine what legislative action,			20,101 00 0	5,555,08				
revisions or promulgation will be necessary by January 2016.							8	
Objective 2.2.2 Project to and the second second								
Objective 2,2,3 - Revise statute and regulations in order to carry out provisions outlined in CMA's statute to streamline programs, duties and functions to	\$ 30,849.	34 \$	22,789,11 \$	8,060,23				
address the needs of the populations served by June 2016.								
address the needs of the populations served by June 2016.								
Objective 2.3.1 - Pre-file a minimum of one (1) concurrent resolution	\$ 14,582.0	08 \$	13,082.08 \$	1,500.00				
acknowledging any outstanding state recognized tribes and groups from								
previous petition cycles by December 2015.								
Objective 2.3.2 - Conduct two (2) State Recognition application cycles	\$ 14,582.0	08 \$	13,082.08 \$	1,500.00				
(September 1 and April 1) in which applications (petitions) are submitted in								
accordance with current law by June 2016.								
Objective 2.3.3 - Conduct up to two (2) "State Recognition Application	\$ 14,582.0	08 \$	13,082.08 \$	1,500.00				
Workshops" pertaining to the state recognition process, law and application for				.,				
entities interested in applying for state recognition by June 2016,		1						
Objective 2.3.4 Eulfill 100% of requirements for state a title								
Objective 2.3.4 - Fulfill 100% of requirements for state recognition process for petition cycle 9/1/2015 by June 2016,	\$ 14,582.0	\$ 8	13,082,08 \$	1,500.00				
							1	
Objective 2.4.1 - At a minimum, two (2) CMA staff will have joined the SC	\$ 19,012.9)I \$	13,659.23 \$	5,353,68				
Human Trafficking Task Force by December 2015.								
Objective 2.4.2 - Seek a minimum of \$250,000 in additional funding for this	\$ 15,409.6	0 8	13,909.60 \$	1 500 00				
new initiative and statutory duties by June 2016.	5 13,409.0	50 5	13,909,00 3	1,500.00	1			
Objective 2.4.3 - Create one (1) "SC CMA Human Trafficking Policy and	\$ 21,827.2	26 \$	16,473.58 \$	5,353.68				
Procedures Manual" for initiative by June 2016.								
Objective 2.4.4 America II								
Objective 2.4.4 - Amend Human Trafficking Legislation (S. 196) to reflect adequate funding to carry out duties and other amendments by December 2015	\$ 15,044.2	6 \$	9,690.58 \$	5,353,68				
auciliare funding to carry out duties and other amendments by December 2015								
Objective 3.1.1 - Conduct a minimum of one (1) agency-wide strategic	\$ 30,849,3	4 8	22,789.11 \$	8.060.23				
planning meeting for new "CMA Agency Strategic Plan" by December 2015,	00,0175		22,707 11 5	8,000,25				
				1				
Objective 3.1.2 - Research and identify a minimum of one (1) unique need for								
each population served by the CMA by December 2015.	\$ 17,136.6	8 3	11,783.00 \$	5,353.68				
each population served by the CNEA by December 2015.								
Objective 3.1.3 - Develop one (1) draft "CMA Agency Strategic Plan" internal	\$ 30,849.3	4 \$	22,789.11 \$	8,060,23				
document by June 2016.								
Objective 3.1.4 - Within 30 days of plan completion, CMA will begin to align	\$ 30,849.3	4 S	22,789.11 \$	8,060,23				
program initiatives with agency strategic plan.				-, -,				
Objective 2.2.1 Develop one (IV/IVA statistics)		-						
Objective 3.2.1 - Develop one (1) CMA technical assistance, outreach, capacity building and information/referral processes internal document and up to three (3)	\$ 21,003,2	6 \$	15,567,12 \$	5,436,14				
forms by October 2015.								
Objective 3.2.2 - Train a minimum of eight (8) staff on processes to ensure	\$ 26,539.1	1 \$	21,102,97 \$	5,436_14				
timely response rates by November 2015.								
Objective 3.3.1 - Develop one (1) "CMA Agency Training Index" that contains	\$ 25,378,2	2 8	18,400.61 \$	6 0 77 (1				
trainings provided internally and externally in the areas of capacity building,	Ψ <u>4</u> ,370,2.	2 3	10,400.01	6,977.61				
micro-business, outreach, minority-population specific and others by June 2016.								
sense is sensed in the sense of succession of the sense of succession of the sense								
Objective 3.3.2 - Establish a minimum of five (5) partnerships and collaboration	\$ 112,563.8	8 5	80,586.27 \$	6,977.61 \$	25,000.00			
through MOUs, grant agreements, committees, task forces and Board service to								
provide micro-business, capacity building, outreach and program services by								
June 2016. Portion of funds used towards training activities i.e. capacity								
building for non profits, microbusinesses, board member training, strategic								
planning activities								

Objective 4.1.1 - Research at a minimum one (1) source of Education Lottery funds and gain support to use those funds for CMA initiatives for the 2017-2018 fiscal year by January 2016.	\$ 14,106.86	\$ 12,606.86	5 \$ 1,500.00			
Objective 4.1.2 - Provide data and supporting information in the form of one (1) "talking points and/or quick fact sheets" document to present to budget analysts and legislators as needed by January 2016.) \$ 19,124.96	\$ 17,624.96	5 \$ 1,500.00			
Objective 4.2.1 - Create one (1) strategic framework document and/or work plan for accomplishing a multi-year research project by June 2016.	\$ 20,215,36	\$ 18,715.36	5 \$ 1,500,00			
Objective 4.3.1 - Complete all contractual obligations for the "Growing Resources in Information Techonology" (G.R.I.T.) grant programs with Midlands Technical College and one (1) final report by April 2016.	\$ 17,002,03	\$ 15,502,03	\$ 1,500,00			
Objective 4.3.2 - Complete all contractual obligations for the US Department of Argriculture's "Rural Buiness Enterprise Grant" (RBEG) and one (1) final report by May 2016.	\$ 111,658,82	\$ 48,158,82	\$ 1,500,00	\$ 10,000.00	\$ 52,000.00	
Objective 4.3.3 - Research and identify a minimum of five (5) federal funding sources coming into South Carolina state agencies through block grants and other sources by January 2016.	\$ 8,715.36	\$ 8,715.36				
Objective 4.3.4 - Research and identify a minimum of five (5) partnerships and collaborations with federal, state and non-profit organizations to receive funds to support CMA programs by January 2016.		\$ 12,106,86	\$ 5,353,68			
Objective 4.3.5 - Research and identify a minimum of three (3) grants for programs and initiatives by January 2016.	\$ 20,439,95	\$ 15,086,27	\$ 5,353,68			
Objective 4.4.1 - Partner with up to three (3) colleges and/or universities to seek US Department of Education, block grants and/or other discretionary grants to increase retention of minority students through the implementation of tutoring and mentoring programs by June 2016.	\$ 15,973.58	\$ 15,973,58				
Objective 4.4.2 - Partner with a minimum of one (1) South Carolina Native American Indian entity to seek US Department of Justice and/or other grant to fund a tutoring and mentoring program for at-risk youth by June 2016.	\$ 11,283.00	\$ 11,283,00				
Objective 5.1.1 - Identify up to twenty (20) training opportunities provided by the SC Department of Administration and other sources in-state and nationally, to increase agency capacity and staff knowledge by December 2015.	\$ 8,719.03	\$ 8,719.03				
Objective 5.1.2 - Conduct a minimum of one (1) "Staff Development Meeting" to connect staff with identified training opportunities that would enhance their professional development and performance by January 2016.	\$ 8,719,03	\$ 8,719.03				
Objective 5.1.3 - Attend a minimum one (1) professional development training opportunity that would enhance professional development and performance by June 2016.	\$ 16,500.00	\$ 13,500,00	\$ 3,000,00			
Objective 5.1.4 - Identify, establish and maintain memberships and participation in up to three (3) state and national organizations relevant to staff program areas by December 2015.	\$ 5,000,00	\$ 4,000.00	\$ 1,000.00			
Objective 5.2.1 - Conduct a minimum of one (1) staff development meeting for staff to identify areas and duties for cross training on other program areas and duties within CMA by January 2016.	\$ 14,909.60	\$ 13,409.60	\$ 1,500,00			
Agency carryforward amounts will be used for funding program projects during the upcoming fiscal year	\$ 995,875.05	\$ 771,540.84	\$ 137,334,21	\$ 35,000,00	\$ 52,000.00	

Reporting Requirements

Agency Responding	SC Commission for Minority Affairs	
Date of Submission	March 30, 2016	
Fiscal Year for which information below pertains	2015-16	

Instructions :

List all reports, if any, the agency is required to submit to a state, federal or outside entity on a regular basis. Insert the name of each report in a separate column and answer the questions below it. Add as many columns as needed.

PLEASE NOTE: All information the agency provides in the rows below the row labeled, "Date the Report was last submitted," should apply to when the agency most recently submitted the report (i.e. date report was last submitted).

Agency Responding		SC Commission for Minority Affairs	SC Commission for Minority Affair
Report #		1	2
Report Name:		Restructuring Report	Accountability Report
Why Report is Required			
Legislative entity requesting	the agency complete the report:	House Legislative Oversight Committee	Executive Budget Office
Law which requires the repor	t:		
Agency's understanding of the	e intent of the report:		
Year agency was first require	d to complete the report:		
Reporting frequency (i.e. ann	ually, quarterly, monthly):		
Information on Most Recen	tly Submitted Report		
Date Report was last submitte	ed:	and starting the	
Timing of the Report			
nformation Month Report Template is Re		November 2015	June 2015
in all these Month Agency is Required to	Submit the Report:	January 12, 2016, with an extension	September 2015
be for when		granted for corrected date of March 31,	
the agency		2016.	
completed Where Report is Available a	& Positive Results		
the report To whom the agency provides		House Legislative Oversight Committee	Executive Budget Office
ost recently Website on which the report i		House Legislative Oversight Committee	SC House of Representatives
If it is not online, how can sor			so mouse of representatives
	en from completing the report:		

Restructuring Recommendations and Feedback

Agency Responding	SC Commission for Minority Affairs	
Date of Submission	March 30, 2016	
Fiscal Year for which information below pertains	2015-16	
RESTRUCTURING RECOMMENDATIONS		
Instructions: Please answer the questions below and add as many rows	N	
Does the agency have any recommendations, minor or major, for	No	
restructuring?		
If the according has been man defined from the state of the state		
If the agency has recommendations for restructuring, list each one on a		
Does the agency recommendation require legislative action?	Recommendation for restructuring	
FEEDBACK (Optional)		
Instructions: Please answer the questions below to provide feedback		
Please list 1-3 benefits the agency sees in the public having access to the information requested in the Report, in the format it was requested.	Please list 1-3 benefits to agency management and employees in having all of this information available in one document.	Now that the agency has completed the Report, please list 1-3 things the agency could do differently next year (or it could advise other agencies to do) to complete the Report in less time and at a lower cost to the agency.
The public will see their tax dollars at work.	It is a way to evaluate our work to ensure that we accomplish our goals.	Consolidate objectives
The public will gain a better understanding of our mission and goals.		
Increase agency transparency.		
Does the agency believe this year's Restructuring Report was less burdensome than last year's?	Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency.	Please add any other feedback the agency would like to provide (add as many additional rows as necessary)
No	Simplify the report.	Since much of this report is repetitious and mirrors the Accountability Report, consider if there is a need for both reports.
Why or why not?	Have less repetition	s a million from the second
It is too labor intensive, too much repetition, too time consuming.	Tailor the report by type of agency, i.e. direct services agency vs. a research agency as well as small agencies vs. large agencies.	

Agencies are not required to do anything in this worksheet. This worksheet is part	Completion of the line of the
and the not required to do anything in this worksheet. This worksheet is part	Completion not required.
of the document so the proper drop down menues can be available in the other tabs.	
Is Performance Measure Required?	
State	
Federal	
Only Agency Selected	
only rightly beletica	
True of Derformer Marco	
Type of Performance Measure	
Outcome	
Efficiency	
Output	
Input/Explanatory/Activity	
Is the Partner a State/Local Government Entity; College, University; or Other	
Business, Association, or Individual?	
State/Local Government Entity	
College/University	
Business, Association or Individual	
Does the Agency have any restructuring recommendations	
Yes	
No	
Door the aganay halions this ments Destruct I Dest	
Does the agency believe this year's Restructuring Report was less	
burdensome than last year's?	
Yes	
No	

1

A ganay Desponding	SC Commission for Minority A Sci		
Agency Responding Date of Submission	SC Commission for Minority Affairs March 30, 2016		
Fiscal Year for which information below pertains			
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective lis	ted in the Strategy Objectives and Responsibili	Ity Chart. It is recommended that the agency copy and paste the data in	this tab into multiple other tabs
		needs to provide information in all the cells that are highlighted. Please	
		blanks (For example "01.1.1"). NOTE: Call House Staff if the agence	
assistance in completing the information below.	, O and insert the applicable numbers in th	te blanks (101 example 01.1.1). NOTE. Can House Start II the agene	y has any questions of needs a
ussistance in completing the information below.			
فالمراف والإروا البلج فالعقاد والمتعاد والفاصح		إدعا وتأذرك مرحا وطليتها المتعاط متعتق والألالة	
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 1 - Be the single point of contact for statistical data and	
		information for South Carolina regarding minority communities,	
	_	poverty and socio-economic deprivation.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 1.1 - Disseminate relevant statistical data and information	
		to legislators and stakeholders regarding poverty, socio-economic	
		deprivation and minority populations.	
Objective			
Objective # and Description:		Objective 1.1.1 - Disseminate the "2015 South Carolina County	
-		Statistical Abstract" to 175 legislators and county officials by	
		January 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		Legislators are informed by statistical data produced in the Abstract.	
		Data is produced by race and ethnicity. Information is disseminated	
		to policy makers and can effect policy decision making statewide.	
		to poncy makers and can effect poncy decision making statewide.	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs	
		Initiative, Hispanic/Latino Affairs Initiative, Community Based	
		Services Initiative, Small and Minority Business Affairs Initiative,	
		Research and Policy Initiatives	
Responsible Person			
Name:		Benjamin Washington and Lori Brock	
Number of Months Responsible:		12	

	Research and Policy Initiatives Program Manager and
	Administrative Coordinator, respectively
	2221 Devine Street, Suite 408, Columbia, SC 29205
	Research and Policy Services and Administrative Services
	The Research and Policy Services initiative disseminates statistical
	data to state and local leaders and citizens as the agency seeks to
	address the causes and effects of socioeconomic poverty and
	deprivation in South Carolina. Administrative Services provides
	leadership, support, and direction for the agency. Includes all
	program activities related to Minority Business, Community Based
	Services, Research, African Americans, Hispanic Latinos, Native
	Americans and other ethnic groups.
	Americans and other cume groups.
	\$26,340
Agency will provide next year	
	Agency will provide next year

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

Types of Performance Measures: Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectiveness. 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 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	
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. <i>Efficiency Measure</i> - 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 <i>Output Measure</i> - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the	
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Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection <i>Output Measure</i> - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the	
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an agency produces. Output measures are used to assess workload and the	
agency's efforts to address demands. Output measures measure workload and	
efforts and should be the third priority. Example - # of business license	
applications processed.	
Input/Explanatory/Activity Measure - Resources that contribute to the	
production and delivery of a service. Inputs are "what we use to do the work."	
They measure the factors or requests received that explain performance (i.e.	
explanatory). These measures should be the last priority. Example - # of	
license applications received	
How the Agency is Measuring its Performance	
Objective Number and Description Objective 1.1.1 - Disseminate the "2015 South Carolina County	
Statistical Abstract" to 175 legislators and county officials by	
January 2016.	
Performance Measure: Dissemniation of Abstract to 175 legislators and other officials	
Type of Measure: Output	
Results	
2013-14 Actual Results (as of 6/30/14): NA	
2014-15 Target Results: NA	
2014-15 Actual Results (as of 6/30/15): Completion and distribution of report to 175 legislators and other	
government officials	

2015-16 Target Results:	Completion and distribution of report to 175 legislators and other government officials	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Thomas Smith, Executive Director	
Why was this performance measure chosen?	This project is based on statute requirements and the performance measure is based on the total number of legistators and county administrators who will receive the report.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	NA	
What are the names and titles of the individuals who chose the target value for 2015-16?	Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015- 16 and why was the decision finally made on setting it at the level at which it was set?	The total number of legislators and county administrators who will receive the report; this is also based on our statutory requirements.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	NA	
POTENTIAL NEGATIVE IMPACT		

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three			
options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will			
provide this information to all other House standing committees, but will not address it itself until the agency is under study.			
	Э.		
Most Potential Negative Impact		Statistical information would not be made available to legislators and county officials which could affect decision making which may have been based upon such statistical data.	
Level Requires Outside Help		The agency would need outside help if the information it collects from various federal and state agencies were unavailable.	
Outside Help to Request		The agency would reach out to the Office of Research and Statistics if the negative impact reached that level.	
Level Requires Inform General Assembly		If the level of negative impact hinders decision makers' ability to make sound fiscal and/or programmatic decisions, the General Assembly should be informed.	
3 General Assembly Options		Have the Division of Revenue and Fiscal Affairs Office of Research and Statistics disseminate the Abstract to 175 legislators and county officials; Hold a press conference for the legislators to make them aware of the availability of the report; Provide a copy of the report to the State Library to make it available to the legislators and county officials.	

REVIEWS/AUDITS			
Instructions: Below please list all external or internal reviews, audits,			
investigations or studies ("Reviews") of the agency which occurred during the			
past fiscal year that relates/impacts this objective. Please remember to			
maintain an electronic copy of each Review and any other information			
generated by the entity performing the Review as copies may be requested			
when the agency is under study. NOTE: Responses are not limited to the			
number of rows below that have borders around them, please insert as many			
rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside	Entity Performing the Review and Whether Reviewing Entity	Date Review Began
Match(s) of issue(s) officer Review	request, internal policy, etc.)	External or Internal	(MM/DD/YYYY) and Date
	l l l l l l l l l l l l l l l l l l l		Review Ended (MM/DD/YYYY)
A preliminary inquiry conducted by the Office of the Inspector General to	Outside request.	Office of the Inspector General. The Office of the Inspector General	Began: 4/14/2015; Ended:
collect information		is an external entity.	6/15/2015
			0/15/2015
PARTNERS			
Instructions: Under the column labeled, "Current Partner Entities" list all			
entities the agency is currently working with that help the agency accomplish			
this objective. Under the "Ways Agency works with Current Partners," enter			
the ways the agency works with the entity (names of projects, initiatives, etc.)			
which helps the agency accomplish this objective. List only one partner per			
row and insert as many rows as necessary to list all of the partners. Note, if			
there is a large list of partners that all fit within a certain group, the agency can			
list the group instead of each partner individually. For example, if the agency			
works with every middle school in the state, the agency can list SC Middle			
Schools, instead of listing each middle school separately. As another example,			
if the agency works with every high school in Lexington county, the agency			
can list Lexington County High Schools, instead of listing each high school in			
the county separately.			
41			
Current Partner Entity	Ways Agency Works with Current	Is the Partner a State/Local Government Entity; College,	
	Partner	University; or Other Business, Association, or Individual?	
None			

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective listed in the while it is still blank. The agency will then have a blank version to complete for each Objective as a separate tab in the excel document. Label each Tab, "O" a assistance in completing the information below.	each separate Objective. The agency need	s to provide information in all the cells that are highlighted. Blacco source	the information 1 + 1 +
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 1: Be the single point of contact for statistical data and information for South Carolina regarding minority communities, poverty and socio-economic deprivation.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 1.1 - Disseminate relevant statistical data and information to legislators and stakeholders regarding poverty, socio-economic deprivation and minority populations.	
Objective			
Objective # and Description:		Objective 1.1.2 - Present the "2015 SC County Statistical Abstract" to a minimum of 30% of policy makers, public officials and interested parties at one (1) state-wide event to collect feedback and suggestions for policy and research by March 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		Information on the Abstract will be distributed to state policy makers. Feedback can inform staff on future data collection needs and efforts statewide.	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	

Responsible Person		
Name:		Benjamin Washington, Lauretha Whaley, Lori Brock
Number of Months Responsible:		12
Position:		Research and Policy Initiatives Program Manager,
		Administrative Manager, Administrative Coordinator,
		respectively
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205
Department or Division:		Research and Policy Services and Administrative Services
Department or Division Summary:		The Research and Policy Services initiative disseminates
		statistical data to state and local leaders and citizens as the
		agency seeks to address the causes and effects of socioeconomic
		poverty and deprivation in South Carolina. Administrative
		Services provides leadership, support, and direction for the
		agency. Includes all program activities related to Minority
		Business, Community Based Services, Research, African
		Americans, Hispanic Latinos, Native Americans and other ethnic
		groups.
Amount Budgeted and Spent To Accomplish Objective		
otal Budgeted for this fiscal year:		\$26,340
otal Actually Spent:	Agency will provide next year	
PERFORMANCE MEASURES		

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

Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits		
from an agency's actions. Outcome measures are used to assess an agency's		
effectiveness in serving its key customers and in achieving its mission, goals and		
objectives. They are also used to direct resources to strategies with the greatest		
effect on the most valued outcomes. Outcome measures should be the first		
priority. Example - % of licensees with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit		
costs, units of time, or other ratio-based units. Efficiency measures are used to		
assess the cost-efficiency, productivity, and timeliness of agency operations.		
Efficiency measures measure the efficient use of available resources and should		
be the second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an		
agency produces. Output measures are used to assess workload and the agency's		
efforts to address demands. Output measures measure workload and efforts and		
should be the third priority. Example - # of business license applications		
processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the		
production and delivery of a service. Inputs are "what we use to do the work."		
They measure the factors or requests received that explain performance (i.e.		
explanatory). These measures should be the last priority. Example - # of license		
applications received		
		a7
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.2 - Present the "2015 SC County Statistical	
	Abstract" to a minimum of 30% of policy makers, public officials	
	and interested parties at one (1) state-wide event to collect	
	feedback and suggestions for policy and research by March 2016.	
Performance Measure:	Statistical Abstract event	
i ei toi mance ivicasui e.	2015 SC County Statistical Abstract	
Type of Measure:		
Results		
2013-14 Actual Results (as of 6/30/14):		
2014-15 Target Results:		
2014-15 Actual Results (as of 6/30/15):		
	officials	

2015-16 Minimum Acceptable Results:	Completion and distribution of report to 175 legislators and other
	officials
2015-16 Target Results:	Completion and distribution of report to 175 legislators and other officials
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No
What are the names and titles of the individuals who chose this as a performance measure?	Mr. Thomas Smith, Executive Director; Mr. Ben Washington, Research and Policy Initiatives; Lauretha Whaley, Financial Officer
Why was this performance measure chosen?	This project is based on statute requirements and the performance measure is based on the total number and percentage of legistators and county adminstrators to be reached and who will receive the report.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	NA
What are the names and titles of the individuals who chose the target value for 2015-16?	Mr. Thomas Smith, Executive Director; Mr. Ben Washington, Research and Policy Initiatives; Lauretha Whaley, Financial Officer
What was considered when determining the level to set the target value in 2015- 16 and why was the decision finally made on setting it at the level at which it was set?	The amount of time and adequate resources available to complete this task. Findings Report by OIG indicated that CMA should increase efforts towards research. Decision was made on the need for the report and resources to complete report.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	
POTENTIAL NEGATIVE IMPACT	

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Instructions: Please list what the agency considers the most potential negative	
impact to the public that may occur as a result of the agency not accomplishing	
this objective. Next to, "Most Potential Negative Impact," enter the most	
potential negative impact to the public that may occur as a result of the agency not	
accomplishing the objective. Next to, "Level Requires Outside Help," enter the	
level at which the agency believes it needs outside help. Next to, "Outside Help	
to Request," enter the entities to whom the agency would reach out if the potential	
negative impact rises to that level. Next to, "Level Requires Inform General	
Assembly," enter the level at which the agency thinks the General Assembly	
should be put on notice of the level at which the potential negative impact has	
risen. Next to, "3 General Assembly Options," enter three options for what the	
General Assembly could do to help resolve the issue before it became a crisis.	
The House Legislative Oversight Committee will provide this information to all	
other House standing committees, but will not address it itself until the agency is	
under study.	
Most Potential Negative Impact	Statistical information relevant to the State's minority populations
	would not be made available to policy makers and public
	officials for their feedback.
Level Requires Outside Help	The agency would need outside help if the information it collects
	from various federal and state agencies were unavailable.
Outside Help to Request	The agency would reach out to the General Assembly if the
	negative impact reached that level.
Level Requires Inform General Assembly	If the level of negative impact hinders decision makers' ability to
	make sound fiscal and/or programmatic decisions, the General
	Assembly should be informed.
3 General Assembly Options	Have the Division of Revenue and Fiscal Affairs Office of
	Research and Statistics disseminate the Abstract to 175
	legislators and county officials; Hold a press conference for the
	legislators to make them aware of the availability of the report;
	Provide a copy of the report to the State Library to make it
	available to the legislators and county officials.
REVIEWS/AUDITS	

			1
<i>Instructions</i> : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the			
past fiscal year that relates/impacts this objective. Please remember to maintain			
an electronic copy of each Review and any other information generated by the			
entity performing the Review as copies may be requested when the agency is			
under study. NOTE: Responses are not limited to the number of rows below that			
have borders around them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside	Entity Performing the Review and Whether Reviewing Entity	Date Review Began
	request, internal policy, etc.)	External or Internal	(MM/DD/YYYY) and Date
			Review Ended
			(MM/DD/YYYY)
			, ,
A preliminary inquiry conducted by the Office of the Inspector General to collect	Outside request.	Office of the Inspector General. The Office of the Inspector	Began: 4/14/2015; Ended:
information		General is an external entity.	6/15/2015
PARTNERS			
Instructions: Under the column labeled, "Current Partner Entities" list all			
entities the agency is currently working with that help the agency accomplish this			
objective. Under the "Ways Agency works with Current Partners," enter the ways			
the agency works with the entity (names of projects, initiatives, etc.) which helps			
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the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.		Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
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Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
nstructions: Below is a template to complete for each Objective listed	in the Strategy, Objectives and Responsibility Chart.	It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The	agency will then have a blank version to complete
or each separate Objective. The agency needs to provide information in a	Il the cells that are highlighted. Please save the infor	mation related to each Objective as a separate tab in the excel document. Label each Tab, "O_" and insert the applicable r	umbers in the blanks (For example "01.1.1")
NOTE: Call House Staff if the agency has any questions or needs any assi	stance in completing the information below	1 and 1 based to each objective us a depicture at an interview document. Each each 1 and 1 and 1 soft the approach 1	unibers in the blanks (1 of example 01.1.1).
to the call ficabe start it the agency has any questions of heeds any asse	surve in completing the micrimation below.		
		· · · · · · · · · · · · · · · · · · ·	
trategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 1: Be the single point of contact for statistical data and information for South Carolina regarding minority	
		communities, poverty and socio-economic deprivation.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
and description of Strategy the Objective is under:		Strategy 1.1 - Disseminate relevant statistical data and information to legislators and stakeholders regarding	
		poverty, socio-economic deprivation and minority populations.	
Objective			
Objective # and Description:		Objective 1.1.3 - Produce the "2015 SC County Statistical Abstract Recommendations Report" to a minimum of	
		175 legislators, public officials and interested parties and make it publically available on the CMA website by May	
		2016.	
egal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		Information is disseminated to policy makers and can effect staff decision on how to produce future documents.	
		Information received by policy makers and aid in decision making statewide.	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative,	
		Community Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy	
		Initiatives	
Responsible Person			
Name:		Thomas Smith, Benjamin Washington, Lauretha Whaley, Lori Brock	
Number of Months Responsible:		12	
Position:		Executive Director, Research Program Manager, Administrative Manager, Administrative Coordinator	
		respectively	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Research and Policy Services and Administrative Services	
Department or Division Summary:		The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as	
1		the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina;	
		Administrative Services provides leadership, support, and direction for the agency. Includes all program activities	
		related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native	
		Americans and other ethnic groups.	
		Americans and outer entitle groups.	
mount Budgeted and Spent To Accomplish Objective			
otal Budgeted for this fiscal year:		\$26,340	
Total Actually Spent:	Agency will provide next year		
	ingency was provide near year		

Instructions: Please copy and paste the chart and questions below as many times as		
needed so the agency can provide this information for each Performance Measure that		
applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like		
the agency did in the accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the		
performance measure from the drop down box (see Types of Performance Measures		
explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to		
"Actual Results," enter the actual value the agency had for that performance measure at		
the end of that year. Next to "Target Results," enter the target value the agency wanted		
to reach for the performance measure for that year. Next to "Minimum acceptable		
level," enter the minimum level for this performance measure that the agency would find		
acceptable. Including a minimum acceptable level and target level will hopefully		
encourage the agency to continually set challenging targets each year. If the agency did		
not utilize a particular performance measure during certain years, then enter the		
following next to the applicable "Actual Results" and "Target Results," - "Agency did		
not use PM during this year."		
4) In the last set of cells, answer the questions to provide Details about each measure. In		
the cell next to, "Is agency required to keep track of this by the state or federal		
government," pick State from the drop down menu if an entity in state government		
requires the agency to track this information, Federal if an entity in the federal		
government requires the agency to track this information, or Only Agency Selected if		
there is no state or federal entity that requires the agency to track this information and		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from		
an agency's actions. Outcome measures are used to assess an agency's effectiveness in		
serving its key customers and in achieving its mission, goals and objectives. They are		
also used to direct resources to strategies with the greatest effect on the most valued		
outcomes. Outcome measures should be the first priority. Example - % of licensees		
with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs,		
units of time, or other ratio-based units. Efficiency measures are used to assess the cost-		
efficiency, productivity, and timeliness of agency operations. Efficiency measures		
measure the efficient use of available resources and should be the second priority.		
Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an		
agency produces. Output measures are used to assess workload and the agency's efforts		
to address demands. Output measures measure workload and efforts and should be the		
third priority. Example - # of business license applications processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production and		
delivery of a service. Inputs are "what we use to do the work." They measure the factors		
or requests received that explain performance (i.e. explanatory). These measures should		
be the last priority. Example - # of license applications received		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.3 - Produce the "2015 SC County Statistical Abstract Recommendations Report" to a minimum of	
	175 legislators, public officials and interested parties and make it publically available on the CMA website by May	
	2016.	
Performance Measure:	I report	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	0	

2014-15 Target Results:	0	
2014-15 Actual Results (as of 6/30/15):	0	
2015-16 Minimum Acceptable Results:	1	
2015-16 Target Results:	1	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Thomas Smith, Executive Director	
Why was this performance measure chosen?	Statute requirement	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	 NA	
What are the names and titles of the individuals who chose the target value for 2015-16?	Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16 and	One report needed with recommendations per statute requirement	
why was the decision finally made on setting it at the level at which it was set?		
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	 Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	NA	
POTENTIAL NEGATIVE IMPACT		
Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the optimal negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.		
Most Potential Negative Impact	 Recommendations Report would not be made available to legislators and county officials which could affect fiscal and/or programmatic decisions.	
Level Requires Outside Help	If the agency could not produce the Recommendations Report by the required date, outside help would be required.	
Outside Help to Request	If outside help were necessary, the agency would contract with a private consultant to assist with the production of the Recommendations Report.	
Level Requires Inform General Assembly	If the level of negative impact hinders decision makers' ability to make sound fiscal and/or programmatic decisions, the General Assembly should be informed.	
3 General Assembly Options	Have the Division of Revenue and Fiscal Affairs Office of Research and Statistics disseminate the Abstract to 175 legislators and county officials; Hold a press conference for the legislators to make them aware of the availability of the report; Provide a copy of the report to the State Library to make it available to the legislators and county officials.	

REVIEWS/AUDITS			
Instructions : Below please list all external or internal reviews, audits, investigations or			
studies ("Reviews") of the agency which occurred during the past fiscal year that			
relates/impacts this objective. Please remember to maintain an electronic copy of each			
Review and any other information generated by the entity performing the Review as			
copies may be requested when the agency is under study. NOTE: Responses are not			
limited to the number of rows below that have borders around them, please insert as			
many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date
	request, internal policy, etc.)		Review Ended (MM/DD/YYYY)
A preliminary inquiry conducted by the Office of the Inspector General to collect	Outside request.	Office of the Inspector General. The Office of the Inspector General is an external entity.	Began: 4/14/2015; Ended: 6/15/2015
information			
PARTNERS			
Instructions: Under the column labeled. "Current Partner Entities" list all entities the			
agency is currently working with that help the agency accomplish this objective. Under			
the "Ways Agency works with Current Partners," enter the ways the agency works with			
the entity (names of projects, initiatives, etc.) which helps the agency accomplish this			
objective. List only one partner per row and insert as many rows as necessary to list all			
of the partners. Note, if there is a large list of partners that all fit within a certain group,			
the agency can list the group instead of each partner individually. For example, if the			
agency works with every middle school in the state, the agency can list SC Middle			
Schools, instead of listing each middle school separately. As another example, if the			
agency works with every high school in Lexington county, the agency can list Lexington			
County High Schools, instead of listing each high school in the county separately.			
Current Partner Entity	Ways Agency Works with Current	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or	
	Partner	Individual?	
None			

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective listed in the Stra	ttegy, Objectives and Responsibility Chart. It is recomm	mended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank versior	to complete for ea
separate Objective. The agency needs to provide information in all the cells that are	highlighted. Please save the information related to each	Dipositive as a separate tab in the excel document. Label each Tab, "O_" and insert the applicable numbers in the blanks (For example "O1.1.1"	. NOTE: Call Ho
Staff if the agency has any questions or needs any assistance in completing the inform	nation below.		
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 1: Be the single point of contact for statistical data and information for South Carolina regarding minority communities,	
		poverty and socio-economic deprivation.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 1.2 - Create policies and/or legislation to require 100% of state agencies collecting data to provide data sets and/or	
		raw data to the SC Commission for Minority Affairs for research and analysis.	
Objective			
Objective # and Description:		Objective 1.2.1 - Identify and document challenges regarding the collection and reporting of data to CMA from other state	
		agencies by surveying 100% of state agencies that collect and disseminate data by June 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		This will increase awareness regarding data collection and reporting needs of each population the CMA serves. Impacts	
		positively on each population the CMA serves statewide.	
Agency Programs Associated with Objective			Carlos Martin
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based	
		Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person			
Name:		Benjamin Washington	
Number of Months Responsible:		12	
Position:		Research Program Manager	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Research and Policy Services	
Department or Division Summary:		The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency	
		seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	
Amount Budgeted and Spent To Accomplish Objective			
Fotal Budgeted for this fiscal year:		\$26,340	
Total Actually Spent:	Agency will provide next year		
	ingency min promue new year		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the		
agency can provide this information for each Performance Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency		
did in the accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance		
measure from the drop down box (see Types of Performance Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results,"		
enter the actual value the agency had for that performance measure at the end of that year. Next to		
"Target Results," enter the target value the agency wanted to reach for the performance measure for		
that year. Next to "Minimum acceptable level," enter the minimum level for this performance		
measure that the agency would find acceptable. Including a minimum acceptable level and target		
level will hopefully encourage the agency to continually set challenging targets each year. If the		
agency did not utilize a particular performance measure during certain years, then enter the		
following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM		
during this year."		
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell		
next to, "Is agency required to keep track of this by the state or federal government," pick State from		
the drop down menu if an entity in state government requires the agency to track this information,		
Federal if an entity in the federal government requires the agency to track this information, or Only		
Agency Selected if there is no state or federal entity that requires the agency to track this information		
and the agency selected it.		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's		
actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers		
and in achieving its mission, goals and objectives. They are also used to direct resources to		
strategies with the greatest effect on the most valued outcomes. Outcome measures should be the		
first priority. Example - % of licensees with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time,		
or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity,		
and timeliness of agency operations. Efficiency measures measure the efficient use of available		
resources and should be the second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an agency produces.		
Output measures are used to assess workload and the agency's efforts to address demands. Output		
measures measure workload and efforts and should be the third priority. Example - # of business		
license applications processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a		
service. Inputs are "what we use to do the work." They measure the factors or requests received that		
explain performance (i.e. explanatory). These measures should be the last priority. Example - # of		
license applications received		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.2.1 - Identify and document challenges regarding the collection and reporting of data to CMA from other state	
	agencies by surveying 100% of state agencies that collect and disseminate data by June 2016.	
Performance Measure:	Annual Survey Report	
Type of Measure:	Input/Explanatory/Activity Measure	
Results 2012 14 Annual Day 16 (an SC(2011))		
2013-14 Actual Results (as of 6/30/14): 2014-15 Target Results:	N/A	
	N/A	
2014-15 Actual Results (as of 6/30/15):	N/A	
2015-16 Minimum Acceptable Results: 2015-16 Target Results:	One (1) completed Survey Report	
Details	One (1) completed Survery Report	
Does the state or federal government require the agency to track this? (provide any additional	No	Incort any further avalanction 'f
explanation needed, two cells over)		Insert any further explanation, if needed
		Incoucu

			,,
A preliminary inquiry was conducted by the Office of the Inspector General to collect information	Outside request.	Office of the Inspector General. The Office of the Inspector General is an external entity.	(MM/DD/YYYY) Began: 4/14/2015; Ended: 6/15/2015
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYY and Date Review Ended
orders around them, please insert as many rows as needed.			
gency is under study. NOTE: Responses are not limited to the number of rows below that have			
nformation generated by the entity performing the Review as copies may be requested when the			
bjective. Please remember to maintain an electronic copy of each Review and any other			
"Reviews") of the agency which occurred during the past fiscal year that relates/impacts this			
instructions : Below please list all external or internal reviews, audits, investigations or studies			
REVIEWS/AUDITS			
		in and a substant and the first state subscree complete and return the curveus. Request that the General Accembly provide	
General Assembly Options		Request that the Office of Research and Statistics conduct the survey of 100% of state agencies; Request that members of the General Assembly mandate that state agencies complete and return the surveys; Request that the General Assembly provide	
Level Requires Inform General Assembly		If the objective could not be accomplished the General Assembly would be informed.	
		collaborative efforts.	
Outside Help to Request		If outside help were necessary, the agency would contract with a private consultant to assist with the facilitation of	
Level Requires Outside Help		If the agency could not facilitate collabortative efforts among various public and private agencies and organizations to determine challenges to the collection of data regarding the State's minority populations, outside help would be necessary.	
		statistical abstracts.	
Most Potential Negative Impact		Challenges to the collection of data necessary to produce the agency's statistical publications would not be discovered. Therefore, those challenges would continue to exist and to have a negative impact upon the production of the agency's	
address it itself until the agency is under study.			
Committee will provide this information to all other House standing committees, but will not			
sould do to help resolve the issue before it became a crisis. The House Legislative Oversight			
General Assembly should be put on notice of the level at which the potential negative impact has isen. Next to, "3 General Assembly Options," enter three options for what the General Assembly			
to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the			
entities to whom the agency would reach out if the potential negative impact rises to that level. Next			
at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the			
he agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level			
Negative Impact," enter the most potential negative impact to the public that may occur as a result of	s		
that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential			
<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public			
POTENTIAL NEGATIVE IMPACT			Statement of the statem
likely to be reached, are reached?			
ensure it is reached or what resources are being diverted to ensure performance measures more			
If the answer to the question above is "questionable" or "no," what changes are being made to try and		NA	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		YES	
decision finally made on setting it at the level at which it was set?		information.	
What was considered when determining the level to set the target value in 2015-16 and why was the		In-house resources to complete the task as well as responses from all state agencies to assist us with providing the	
What are the names and titles of the individuals who chose the target value for 2015-16?		Mr. Ben Washington, Research and Policy Manager and Mr. Thomas Smith, Executive Director	r
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		NA	
Why was this performance measure chosen?		Meet CMA statute and legislative mandates	
		Administrative Manager	
		Mr. Thomas Smith, Executive Director; Mr. Ben Washington, Research and Policy Initiatives; Lauretha Whaley,	

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
		at the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will l	
complete for each separate Objective. The agency needs to provide information in all the c	cells that are highlighted. Please save the information related	to each Objective as a separate tab in the excel document. Label each Tab, "O_" and insert the applicable num	nbers in the blanks (For exampl
"O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance	e in completing the information below.		
Strategic Plan Context			
and description of Goal the Objective is helping accomplish:		Goal 2 - Address the needs of minority populations through collaboration and	
and description of Goat the Objective is helping accomplish.		engagement with legislators, public officials and stakeholders to affect change.	
egal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 2.1 - Establish liaison relationships with policy makers, officials and	
and description of strategy the objective is under.		stakeholders to assist with the creation of policy, legislation and community	
		engagement.	
		chgagement.	
Dbjective			
Objective # and Description:		Objective 2.1.1 - Research and identify a minimum of 450 elected officials, city and	
		county officials, community contacts and stakeholders to establish one (1) state-wide	
		database for improved communications by December 2015.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		Updated database allows meetings with policy makers resulting in an improvement of	
		communication statewide.	
Agency Programs Associated with Objective	요즘 방법은 것 같은 것 같이 물건을 가지 않는 것 같은 것 같이 많은 것 같이 없다.		the second se
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino	
		Affairs Initiative, Community Based Services Initiative, Small and Minority Business	
		Affairs Initiative, Research and Policy Initiatives	
Responsible Person	독교의 역사의 중국이 대통령 가격 또 한 경기도 중 위험		
Name:		Benjamin Washington and Lori Brock	
Number of Months Responsible		12	
Position:		Research Program Manager and Administrative Coordinator respectively	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Research and Policy Services and Administrative Services	
Department or Division Summary:		The Research and Policy Services initiative disseminates statistical data to state and	
		local leaders and citizens as the agency seeks to address the causes and effects of	
		socioeconomic poverty and deprivation in South Carolina; Administrative Services	
		provides leadership, support, and direction for the agency. Includes all program	
		activities related to Minority Business, Community Based Services, Research, African	
		Americans, Hispanic Latinos, Native Americans and other ethnic groups.	
mount Budgeted and Spent To Accomplish Objective	a adapted at the leader of the special		And the second second
otal Budgeted for this fiscal year:		\$16,779	
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			
EKRORMANCE MEASURES			10.1

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency		
can provide this information for each Performance Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in		
the accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure		
from the drop down box (see Types of Performance Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter		
the actual value the agency had for that performance measure at the end of that year. Next to "Target		
Results," enter the target value the agency wanted to reach for the performance measure for that year.		
Next to "Minimum acceptable level," enter the minimum level for this performance measure that the		
agency would find acceptable. Including a minimum acceptable level and target level will hopefully		
encourage the agency to continually set challenging targets each year. If the agency did not utilize a		
particular performance measure during certain years, then enter the following next to the applicable		
"Actual Results" and "Target Results," - "Agency did not use PM during this year."		
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to,		
"Is agency required to keep track of this by the state or federal government," pick State from the drop		
down menu if an entity in state government requires the agency to track this information, Federal if an		
entity in the federal government requires the agency to track this information, or Only Agency Selected if		
there is no state or federal entity that requires the agency to track this information and the agency selected		
jt		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's		
actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and		
in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the		
greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - %		
of licensees with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or		
other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and		
timeliness of agency operations. Efficiency measures measure the efficient use of available resources and		
should be the second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an agency produces.		
Output measures are used to assess workload and the agency's efforts to address demands. Output		
measures measure workload and efforts and should be the third priority. Example - # of business license		
applications processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a		
service. Inputs are "what we use to do the work." They measure the factors or requests received that		
explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license		
applications received		
How the Agency is Measuring its Performance		المستوديات أساعتها والتهادية
Objective Number and Description	Objective 2.1.1 - Research and identify a minimum of 450 elected officials, city and	
	county officials, community contacts and stakeholders to establish one (1) state-wide	
	database for improved communications by December 2015.	
Performance Measure:	Database of 456 elected officials state, local, county and stakeholder information from	
	each program initiative	
Type of Measure:	Input/Explanatory/Activity Measure	
Results		
2013-14 Actual Results (as of 6/30/14):	0	
2014-15 Target Results:	 0	
2014-15 Actual Results (as of 6/30/15):		
2015-16 Minimum Acceptable Results:	One updated database of 456 elected officials state, local, county and stakeholders from	
	each program initiative.	

2015-16 Target Results		One updated database including contact information on 456 elected officials,	
D. (. 1)		stakeholders, local, county officials and stakeholders	
Does the state or federal government require the agency to track this? (provide any additional explanation		No	
needed, two cells over)		INO	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?		All Program Coordinators and staff: Ms. Lori Brock, Administrative Assistant; Rogie	
that are the names and thies of the individuals who chose this as a performance measure.		Nelson, Small and Minority Business Coordinator; Ben Washington, Research and	
		Policy Coordinator; Lee McElveen, Hispanic Coordinator; Marcy Hayden, Native	
		American Coordinator; George Dennis, African American Coordinator; Lauretha	
		Whaley, Administrative Manager; Mr. Thomas Smith, Executive Director	
Why was this performance measure chosen?		Meet CMA statute and legislative mandates	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		NA	
What are the names and titles of the individuals who chose the target value for 2015-16?		Mr. Ben Washington, Research and Policy Manager and Mr. Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16 and why was the		One updated database of elected officials state, local, county and	
decision finally made on setting it at the level at which it was set?		stakeholder. To comply with CMA statute.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		YES	
2015-16?			
If the answer to the question above is "questionable" or "no," what changes are being made to try and		NA	
ensure it is reached or what resources are being diverted to ensure performance measures more likely to be			
eached, are reached?			
POTENTIAL NEGATIVE IMPACT			
instructions : Please list what the agency considers the most potential negative impact to the public that			
nay occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative			
mpact," enter the most potential negative impact to the public that may occur as a result of the agency not			
ccomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency			
believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency			
vould reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform			
General Assembly," enter the level at which the agency thinks the General Assembly should be put on			
otice of the level at which the potential negative impact has risen. Next to, "3 General Assembly			
Options," enter three options for what the General Assembly could do to help resolve the issue before it			
ecame a crisis. The House Legislative Oversight Committee will provide this information to all other			
Iouse standing committees, but will not address it itself until the agency is under study.			
fost Potential Negative Impact		This objective has been accomplished	
evel Requires Outside Help			
Dutside Help to Request			
evel Requires Inform General Assembly			
General Assembly Options			
EVIEWS/AUDITS			
ustructions : Below please list all external or internal reviews, audits, investigations or studies			
"Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective.			
lease remember to maintain an electronic copy of each Review and any other information generated by			
the entity performing the Review as copies may be requested when the agency is under study. NOTE:			
esponses are not limited to the number of rows below that have borders around them, please insert as			
any rows as needed.			
Aatter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request,	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) a
	internal policy, etc.)		Date Review Ended (MM/DD/YYYY)

a preliminary inquiry conducted by the Office of the Inspector General to collect information.	Outside request.	Office of the Inspector General. The Office of the Inspector General is an external	Began: 4/14/2015; Ended: 6/15/2015
0		entity.	
ARTNERS			
astructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently			
orking with that help the agency accomplish this objective. Under the "Ways Agency works with			
Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.)			
hich helps the agency accomplish this objective. List only one partner per row and insert as many rows			
s necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain			
roup, the agency can list the group instead of each partner individually. For example, if the agency			
orks with every middle school in the state, the agency can list SC Middle Schools, instead of listing each			
iddle school separately. As another example, if the agency works with every high school in Lexington			
ounty, the agency can list Lexington County High Schools, instead of listing each high school in the			
auntu separataly			
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other	
		Business, Association, or Individual?	

Agency Responding	SC Commission for Minority Affai	irs	
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective listed in th	e Strategy, Objectives and Responsibility Chart. It	is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency	will then have a blank version to
complete for each separate Objective. The agency needs to provide information	in all the cells that are highlighted. Please save the	information related to each Objective as a separate tab in the excel document. Label each Tab, "O_" and insert the applicable	numbers in the blanks (For
example "O1.1.1"). NOTE: Call House Staff if the agency has any questions of	needs any assistance in completing the information	helow.	numbers in the blanks (10)
1 ,			
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:			
# and description of Goal the Objective is helping accomplish:		Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public	
Legal responsibilities satisfied by Goal:		officials and stakeholders to affect change.	
		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 2.1 - Establish liaison relationships with policy makers, officials and stakeholders to assist with the creation of	
		policy, legislation and community engagement.	
Objective			
Objective # and Description:		Objective 2.1.2 - Conduct one (1) annual survey to obtain feedback, track relationships and measure visibility from a	
		minimum of 450 individuals/organizations by December 2015.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		This survey will enable the CMA to determine the communities' level of awareness of the CMA, the services we provide	
		and potential opportunities for collaboration at the local level. The feedback that is derived from this survey will allow	
		us to provide essential services to those minorities who are in need the most.	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community	
		Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
		based services initiative, shan and withority business Attains initiative, Research and Poncy initiatives	
Responsible Person	the second s		
Name:		Benjamin Washington	
Number of Months Responsible:		12	
		Research Program Manager	
Office Address:		2221 Devine Street, Suite 408, columbia, SC 29205	
Department or Division:		Research and Policy Services	
Department or Division Summary:		The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the	
		agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina,	
		agoney seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$16.779	
Total Actually Spent:	Agency will provide next year		
	Trighting with provide road your		
PERFORMANCE MEASURES			

resources to strategies with the greatest effect on the most valued outcomes. Outcome		
		1
measures should be the first priority. Example - % of licensees with no violations.		
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,	1	
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.		1
Input/Explanatory/Activity Measure - Resources that contribute to the production and		
delivery of a service. Inputs are "what we use to do the work." They measure the factors or		
requests received that explain performance (i.e. explanatory). These measures should be the		
last priority. Example - # of license applications received		
How the Aganay is Mangaring its Derformance		
How the Agency is Measuring its Performance		
	Objective 2.1.2. Conductions (1) annual superstantistic for the device the section of the sectio	
	Objective 2.1.2 - Conduct one (1) annual survey to obtain feedback, track relationships and measure visibility from a	
Objective Number and Description		1
Objective Number and Description		
Objective Number and Description	minimum of 450 individuals/organizations by December 2015.	
Performance Measure:	2016 Annual Survey	
Performance Measure: Type of Measure:		
Performance Measure:	2016 Annual Survey	
Performance Measure: Type of Measure: Results	2016 Annual Survey	
Performance Measure: Type of Measure:	2016 Annual Survey	ni, të çanstarij

2014-15 Actual Results (as of 6/30/15)		0	
2015-16 Minimum Acceptable Results		1 Annual Survey	
2015-16 Target Results	-	1 Annual Survey	
Details			
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)		No	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?		Mr. Ben Washington, Research and Policy Manager; Mr. Thomas Smith, Executive Director; Ms. Lauretha Whaley, Administrative Manager	
Why was this performance measure chosen?		Meet CMA statute and legislative mandates	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?		Mr. Ben Washington, Research and Policy Manager and Mr. Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16 and why		An annual survey to our stakeholders and others to get feedback was chosen to assist the CMA in fulfilling duties under	
was the decision finally made on setting it at the level at which it was set?		our statute and legislative mandates.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the		VES	
target for 2015-16?			
If the answer to the question above is "questionable" or "no," what changes are being made to			
try and ensure it is reached or what resources are being diverted to ensure performance			
measures more likely to be reached, are reached?			
POTENTIAL NEGATIVE IMPACT			
Instructions : Please list what the agency considers the most potential negative impact to the			
public that may occur as a result of the agency not accomplishing this objective. Next to,			
"Most Potential Negative Impact," enter the most potential negative impact to the public that			
may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires			
Outside Help," enter the level at which the agency believes it needs outside help. Next to,			
"Outside Help to Request," enter the entities to whom the agency would reach out if the			
potential negative impact rises to that level. Next to, "Level Requires Inform General			
Assembly," enter the level at which the agency thinks the General Assembly should be put on			
notice of the level at which the potential negative impact has risen. Next to, "3 General			
Assembly Options," enter three options for what the General Assembly could do to help resolve			
the issue before it became a crisis. The House Legislative Oversight Committee will provide			
this information to all other House standing committees, but will not address it itself until the			
this information to an other mouse standing committees, but will not address it risen until the			1
Most Potential Negative Impact		This objective has been met.	
Level Requires Outside Help	-		
Outside Help to Request			
Level Requires Inform General Assembly			
3 General Assembly Options			
		## 	
REVIEWS/AUDITS			The second first second
Instructions : Below please list all external or internal reviews, audits, investigations or			
studies ("Reviews") of the agency which occurred during the past fiscal year that			
relates/impacts this objective. Please remember to maintain an electronic copy of each Review			
and any other information generated by the entity performing the Review as copies may be			
requested when the agency is under study. NOTE: Responses are not limited to the number of			
rows below that have borders around them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began
	request, internal policy, etc.)		(MM/DD/YYYY) and Date
			Review Ended (MM/DD/YYYY)
A preliminary inquiry conducted by the Office of the Inspector General to collect information.	Outside report.	Office of the Inspector General. The Office of the Inspector General is an external entity.	Began: 4/14/2015; Ended:
			6/15/2015

irrent Partner Entity	Ways Agency Works with Current	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or	
ch partner individually. For example, if the agency works with every middle school in the tte, the agency can list SC Middle Schools, instead of listing each middle school separately. another example, if the agency works with every high school in Lexington county, the ency can list Lexington County High Schools, instead of listing each high school in the unty separately.			
structions: Under the column labeled, "Current Partner Entities" list all entities the agency currently working with that help the agency accomplish this objective. Under the "Ways gency works with Current Partners," enter the ways the agency works with the entity (names projects, initiatives, etc.) which helps the agency accomplish this objective. List only one rtner per row and insert as many rows as necessary to list all of the partners. Note, if there is arge list of partners that all fit within a certain group, the agency can list the group instead of	s		

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Respons	ibility Chart. It is recommended that the	e agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete fi	or each
separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the in	nformation related to each Objective as a	a separate tab in the excel document. Label each Tab, "O_" and insert the applicable numbers in the blanks (For example "O1.1.1"), NOTE: Call	House St
if the agency has any questions or needs any assistance in completing the information below.	5		
	14		
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public	
		officials and stakeholders to affect change.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 2.1 - Establish liaison relationships with policy makers, officials and stakeholders to assist with the creation	
		of policy, legislation and community engagement.	
Objective			
Objective # and Description:		Objective 2.1.3 - Publish one (1) annual report with survey response to the CMA Board and stakeholders by June	
		2016.	
egal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		This survey will enable the CMA to determine the communities' level of awareness of the CMA, the services we	
		provide and potential opportunities for collaboration at the local level. The feedback that is derived from this survey	
		will allow us to provide essential services to those minorities who are in need the most.	
Agency Programs Associated with Objective			
Program Names:	· · · · · · · · · · · · · · · · · · ·	African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative,	
		Community Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person			
Name:		Benjamin Washington	
Number of Months Responsible:		12	
Position:		Research Program Manager	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:	r	Research and Policy Services	
Department or Division Summary:		The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the	
		agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina,	
Annual Dudantal and Constant Annual PLANE A			_
Amount Budgeted and Spent To Accomplish Objective		A1/ 270	
Total Budgeted for this fiscal year:		\$16,779	
fotal Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can		
provide this information for each Performance Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the		
accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the		
drop down box (see Types of Performance Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual		
value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the		
target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable		
level," enter the minimum level for this performance measure that the agency would find acceptable. Including a		
minimum acceptable level and target level will hopefully encourage the agency to continually set challenging		
targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the		
following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."		
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency		
required to keep track of this by the state or federal government," pick State from the drop down menu if an entity		
in state government requires the agency to track this information, Federal if an entity in the federal government		
requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that		
requires the agency to track this information and the agency selected it.		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions.		1
Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its		1
mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the		1
most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-		
based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency		
operations. Efficiency measures measure the efficient use of available resources and should be the second priority.		
Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output		
measures are used to assess workload and the agency's efforts to address demands. Output measures measure		
workload and efforts and should be the third priority. Example - # of business license applications processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service.		
Inputs are "what we use to do the work." They measure the factors or requests received that explain performance		
(i.e. explanatory). These measures should be the last priority. Example - # of license applications received		
(an organization of the more provide the more provide a more approximation of the sector		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.1.3 - Publish one (1) annual report with survey response to the CMA Board and stakeholders by June	
	2016.	
Performance Measure:	2016 Annual Survey	
Type of Measure:	Input/Explanatory/Activity Measure	
Results		
2013-14 Actual Results (as of 6/30/14):	0	
2014-15 Target Results:	 0	
2014-15 Actual Results (as of 6/30/15):		
2015-16 Minimum Acceptable Results:	1 Annual Survey, Published	
2015-16 Target Results:	1 Annual Survey, Published	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Mr. Ben Washington, Research and Policy Manager; Mr. Thomas Smith, Executive Director; Ms. Lauretha Whaley,	
	 Administrative Manager	
Why was this performance measure chosen?	Meet CMA statute and legislative mandates	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	NA	

What are the names and titles of the individuals who chose the target value for 2015-16?	1	Mr, Ben Washington, Research and Policy Manager and Mr. Thomas Smith, Executive Director	1
What was considered when determining the level to set the target value in 2015-16 and why was the decision		Mr. Ben washington, kesearch and Poncy Manager and Mr. Thomas Smith, Executive Director	
finally made on setting it at the level at which it was set?		One published annual survey was published to meet CMA statute.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		YES	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is		NA	
reached or what resources are being diverted to ensure performance measures more likely to be reached, are			
reached?			
POTENTIAL NEGATIVE IMPACT			
Instructions : Please list what the agency considers the most potential negative impact to the public that may occur			
as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the			
most potential negative impact to the public that may occur as a result of the agency not accomplishing the			
objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside			
help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential			
negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the			
agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has			
risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help			
resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this			
information to all other House standing committees, but will not address it itself until the agency is under study.			
Most Potential Negative Impact		CMA's Board and stakeholders would not know the results of the survey designed to determine both public and	
wost i otentiar ivegative impact		private agencies' and organizations' awareness of the agency.	
Level Requires Outside Help		We don't foresee a situation where outside help would be required.	
Outside Help to Request		We don't foresee a situation where outside help would be required.	
Level Requires Inform General Assembly		We don't foresee a situation where the General Assembly would need to be informed.	
3 General Assembly Options		Have the Division of Revenue and Fiscal Affairs Office of Research and Statistics disseminate the Abstract to 175	
		legislators and county officials; Hold a press conference for the legislators to make them aware of the availability of	
		the report; Provide a copy of the report to the State Library to make it available to the legislators and county officials.	
REVIEWS/AUDITS			
Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the			
agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain			
an electronic copy of each Review and any other information generated by the entity performing the Review as			
copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows	5		
below that have borders around them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside.	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began
	request, internal policy, etc.)	Entry renorming the Review and whether Reviewing Entry External of Internal	(MM/DD/YYYY) and Date Review
	request, mernar poney, etc.)		Ended (MM/DD/YYYY)
A preliminary inquiry conducted by the Office of the Inspector General to collect information.	Outside request	Office of the Inspector General. The Office of the Inspector General is an external entity.	Began: 4/14/2015; Ended: 6/15/2015
المراجع والمتحد والمتحد والألب والمراجع والمتحد والمحاد والمتحد والمتحد والمحاد	M		
PARTNERS			
Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working			
with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter			
the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish			
this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note,			
if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each			
partner individually. For example, if the agency works with every middle school in the state, the agency can list SC			
Middle Schools, instead of listing each middle school separately. As another example, if the agency works with			
every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each			
high school in the county separately.			
Current Partner Entity	Ways Agency Works with Current	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or	
	Partner	Individual?	

NA	NA	NA	

Agency Responding	SC Commission for Minority Affa	irs	
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
instructions: Below is a template to complete for each Objective listed in the	Strategy, Objectives and Responsibility Chart. It is rec	ommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank.	The agency will then have a blank version to
complete for each separate Objective. The agency needs to provide information in	all the cells that are highlighted. Please save the infor	mation related to each Objective as a separate tab in the excel document. Label each Tab, "O_" and insert	the applicable numbers in the blanks (For
example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or n	eeds any assistance in completing the information belo	w.	
trategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 2 - Address the needs of minority populations through collaboration and engagement with	
		legislators, public officials and stakeholders to affect change.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 2.1 - Establish liaison relationships with policy makers, officials and stakeholders to	
		assist with the creation of policy, legislation and community engagement.	
Objective			
Objective # and Description:		Objective 2.1.4 - Conduct a minimum of two (2) Advisory Committee meetings per program	
		initiative (Native American, Hispanic/Latino, and African American) to address the needs of our	
		communities and build community engagement by June 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		SC CMA will meet requirements set forth in regulations (Chapter 139, Articles I & II); and SC	
		CMA increases minority community involvement through dialogue with community leaders.	
		entre interesses indering community invertence intrough analogue with community readers.	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs	
		Initiative, Community Based Services Initiative, Small and Minority Business Affairs Initiative,	
0. ULL 70		Research and Policy Initiatives	
Responsible Person			
		Marcy Hayden, Lee McElveen, George Dennis	
Number of Months Responsible:			
Position:		Program Coordinators	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Program Coordinators	
Department or Division Summary:		The Commission's Program Coordinators oversee the agency's major program initiatives that	
		serve members of the State's minority population, the agency's customers, and the agency's	
		stakeholders in accordance with its legislative mandates.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$16,719	
Fotal Actually Spent:	Agency will provide next year		
	processory in province ficker year		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the		
agency can provide this information for each Performance Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did		
in the accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance		
measure from the drop down box (see Types of Performance Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results,"		
enter the actual value the agency had for that performance measure at the end of that year. Next to		
"Target Results," enter the target value the agency wanted to reach for the performance measure for		
that year. Next to "Minimum acceptable level," enter the minimum level for this performance		
measure that the agency would find acceptable. Including a minimum acceptable level and target		
level will hopefully encourage the agency to continually set challenging targets each year. If the		
agency did not utilize a particular performance measure during certain years, then enter the following		
next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this		
vear."		
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell		
next to, "Is agency required to keep track of this by the state or federal government," pick State from		
the drop down menu if an entity in state government requires the agency to track this information,		/
Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information		
and the agency selected it.		
and the agency selected it.		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's		
actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers		
and in achieving its mission, goals and objectives. They are also used to direct resources to		
strategies with the greatest effect on the most valued outcomes. Outcome measures should be the		
first priority. Example - % of licensees with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time,		
or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity,		
and timeliness of agency operations. Efficiency measures measure the efficient use of available		
resources and should be the second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an agency produces.		
Output measures are used to assess workload and the agency's efforts to address demands. Output		
measures measure workload and efforts and should be the third priority. Example - # of business		
license applications processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a		
service. Inputs are "what we use to do the work." They measure the factors or requests received that		
explain performance (i.e. explanatory). These measures should be the last priority. Example - # of		
license applications received.		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.1.4 - Conduct a minimum of two (2) Advisory Committee meetings per program	
objective runnes and bescription	initiative (Native American, Hispanic/Latino, and African American) to address the needs of our	
1 1	communities and build community engagement by June 2016.	
Performance Measure:	Number of meetings held	
Type of Measure:	Input/Explanatory/Activity Measure	
Results		
2013-14 Actual Results (as of 6/30/14):	0	
2014-15 Target Results:	0	
2014-15 Actual Results (as of 6/30/15):	0	
2015-16 Minimum Acceptable Results:	Two meetings held per Program Initiative	
2015-16 Target Results:	Two meetings held per Program Initiative	

Days to be defined generative regions the spectry to region with the spectry to	Detaile			
constraint or existing and product on the constraint of the gradient on the constrain	Details			
What are family and this of the inducidant whe chose that a type for counter assume? Mr. Themas Simuly, Society Director What are for counter assume chose the counter asthe coult as assume chose the counter assume chose			No	Insert any further explanation, if needed
Why as the justification constance measure scheam? Mee Mee CMA strates of alguidative parcings; Mee Why as the justification constance in alguidative parcings; MA Mee Mee Where alguidation and valued in 2014-15, which alwages were must to try and were in all the strates of the tedination alwages and tedination of tedination alwages and the strates of the tedination alwages and tedination of tedination alwages and tedinatio				
If the upper value was not sourced in a 2014-15, which degree were made for type of councel is use NA Intervention What we herames and tills of this follwidulk with educe the upper value for 2015-167 MS Marry Highein, Native American Affairs Continuinty, De MCPreenti, Higgein Affairs What we conclude of the other this follwidulk with educe the upper value for 2015-167 MS Marry Highein, Native American Affairs Continuinty, De MCPreenti, Addean, American Affairs Departs Confinator We was concluded on eartistic at the keed at which is uses ward? MS Bade of the performance on the 2015-167 and the upper value for 2015-167 MS With we conclude on the high of this follwidulk with we ward? MS Bade of the performance on the 2015-167 and the upper value for 2015-167 MS With we conclude on the high of this follwidulk with exception the ward? MS Childright and the upper value on the high of the this upper value on the high of the this status werd? MS Childright and the upper value on the high of thigh of the high of the high of the high of the high of the				
Concision? Model				
Image: Construction of the entropy of the level to set the targe of the analysis of the entropy of the			NA	
What was considered whan determining his local to set he target value (in 20,154 feast value) was he defined in the larget of the depined in the depined in the larget of the depined in the depined in the larget of the depined in the depined in the larget of the depined in depined in the depined in the depined in the depi	What are the names and titles of the individuals who chose the target value for 2015-16?			
Construction Construction Construction Construction Construction YES Construction Con	What was considered when determining the level to set the target value in 2015-16 and why was the			
Bade do profonance so le in 2015-16, does i upper the aganco ja sogni to reach the tange for YTS If the atsever to the quaction above is "upseitenable" "In", "what charges are being made to try and its of the agancy being for the discussed to ensure profonance neasures nor likely to be mached." Image: State and State an			event statute and needs of the miniority community.	
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ARTNERS			
structions : Under the column labeled, "Current Partner Entities" list all entities the agency is			
rrently working with that help the agency accomplish this objective. Under the "Ways Agency			
orks with Current Partners," enter the ways the agency works with the entity (names of projects,			
itiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and			
sert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that			
l fit within a certain group, the agency can list the group instead of each partner individually. For			
cample, if the agency works with every middle school in the state, the agency can list SC Middle			
chools, instead of listing each middle school separately. As another example, if the agency works			
ith every high school in Lexington county, the agency can list Lexington County High Schools,			
nstead of listing each high school in the county separately.			
urrent Partner Entity	Ways Agency Works with Current	Is the Partner a State/Local Government Entity; College, University; or Other Business,	
	Partner	Association, or Individual?	
A			

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
<i>Instructions:</i> Below is a template to complete for each Objective	listed in the Strategy, Objectives and Respons	ibility Chart. It is recommended that the agency copy and paste the data in this tab into	multiple other tabs, while it is still
blank. The agency will then have a blank version to complete for each	ch separate Objective. The agency needs to pr	ovide information in all the cells that are highlighted. Please save the information relate	d to each Objective as a separate tab in
the excel document. Label each Tab, "O " and insert the applicable	numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in c	completing the information below.
			1 0
Y			
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 2 - Address the needs of minority populations through collaboration and	
		engagement with legislators, public officials and stakeholders to affect change.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 2.2 -Promulgate regulations to carry out provisions outlined in CMA's	
		statute to streamline programs, duties and functions to address the needs of the	
		populations served.	
Objective			
Objective # and Description:		Objective 2.2.1 - Produce one (1) "Key Findings Regarding Promulgation of	
		Regulations for SC CMA" report to the CMA Board and Staff by December 2015.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		SC CMA Board and Staff will gain knowledge to allow the SC CMA to exercise	
		statutory authority under the South Carolina Code of Laws, Title 1, Chapter 31,	
		Section 1-31-40, Part A, Number 10	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs Initiative,	
r logram ramos.		Hispanic/Latino Affairs Initiative, Community Based Services Initiative, Small and	
		Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person			
Name:		Thomas Smith, Marcy Hayden, Lee McElveen, George Dennis, Benjamin Washington	
Number of Months Responsible:		12	
Position:		Agency Executive Director, Program Coordinators, Research Program Manager	
		respectively	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Administrative Services, Program Coordinators, Research and Policy Initiatives	

Department or Division Summary:		Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups; The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates;	
Amount Budgeted and Spent To Accomplish Objective		병 김 이상에는 사실 것 같아요. 것 같은 사람이 있는 것이 많이 했다.	
Total Budgeted for this fiscal year:		\$26,453	
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			

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

Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer		
benefits from an agency's actions. Outcome measures are used to assess an		
agency's effectiveness in serving its key customers and in achieving its		
mission, goals and objectives. They are also used to direct resources to		
strategies with the greatest effect on the most valued outcomes. Outcome		
measures should be the first priority. Example - % of licensees with no		
violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed		
in unit costs, units of time, or other ratio-based units. Efficiency measures		
are used to assess the cost-efficiency, productivity, and timeliness of		
agency operations. Efficiency measures measure the efficient use of		
available resources and should be the second priority. Example - cost per		
inspection		
<i>Output Measure</i> - A quantifiable indicator of the number of goods or		
services an agency produces. Output measures are used to assess workload		
and the agency's efforts to address demands. Output measures measure		
workload and efforts and should be the third priority. Example - # of		
business license applications processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the		
production and delivery of a service. Inputs are "what we use to do the		
work." They measure the factors or requests received that explain		
performance (i.e. explanatory). These measures should be the last priority.		
Example - # of license applications received		
How the Agency is Measuring its Performance		
Objective Number and Description	2.2.1 Produce one "Key Findings Regarding Promulgation of Regulations for SC	
	CMA" report to the CMA Board and Staff by December 2015.	
Performance Measure:	2015 CMA Key Findings Promulgation of Regulations Report	
Type of Measure:	 Input	
Results		
2013-14 Actual Results (as of 6/30/14):	0	
2014-15 Target Results:	0	
2014-15 Actual Results (as of 6/30/15):	0	
2015-16 Minimum Acceptable Results:	1	
2015-16 Target Results:	1	
Details		
Does the state or federal government require the agency to track this?	No	Insert any further explanation, if
(provide any additional explanation needed, two cells over)		needed
What are the names and titles of the individuals who chose this as a	Thomas Smith, Executive Director	
performance measure?		
Why was this performance measure chosen?	Assist agency with fulfilling duties under statute and regulations.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	NA	

What are the names and titles of the individuals who chose the target value	Thomas Smith, Executive Director	
for 2015-16?		
What was considered when determining the level to set the target value in	One report needed internally for CMA Board of Commissioners and staff to use to	
2015-16 and why was the decision finally made on setting it at the level at	carryout duties under statute and regulations.	
which it was set?		
Based on the performance so far in 2015-16, does it appear the agency is	Yes	
going to reach the target for 2015-16?		
If the answer to the question above is "questionable" or "no," what changes	NA	
are being made to try and ensure it is reached or what resources are being		
diverted to ensure performance measures more likely to be reached, are		
reached?		
POTENTIAL NEGATIVE IMPACT		
Instructions: Please list what the agency considers the most potential		
negative impact to the public that may occur as a result of the agency not		
accomplishing this objective. Next to, "Most Potential Negative Impact,"		
enter the most potential negative impact to the public that may occur as a		
result of the agency not accomplishing the objective. Next to, "Level		
Requires Outside Help," enter the level at which the agency believes it		
needs outside help. Next to, "Outside Help to Request," enter the entities		
to whom the agency would reach out if the potential negative impact rises		
to that level. Next to, "Level Requires Inform General Assembly," enter		
the level at which the agency thinks the General Assembly should be put		
on notice of the level at which the potential negative impact has risen.		
Next to, "3 General Assembly Options," enter three options for what the		
General Assembly could do to help resolve the issue before it became a		
crisis. The House Legislative Oversight Committee will provide this		
information to all other House standing committees, but will not address it		
itself until the agency is under study.		
Most Potential Negative Impact	This objective has been met.	
Level Requires Outside Help		
Outside Help to Request		
Level Requires Inform General Assembly		
3 General Assembly Options		
	فتحتاج بالبراط والاردعياني تصطلبني عصاصيا وبالبعد بعن	
REVIEWS/AUDITS		

NA	T di ciici	a donie do y 1 do o o national de la data de la da	
		Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
<i>Instructions</i> : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.			
PARTNERS			
A preliminary inquiry conducted by the Office of the Inspector General to collect information.	Outside request.	Office of the Inspector General. The Office of the Inspector General is an external entity.	Began: 4/14/2015; Ended: 6/15/2015
	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY and Date Review Ended (MM/DD/YYYY)

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to <u>complete for each Objective</u> lister version to complete for each separate Objective. The agency needs to pro- planks (For example "O1.1.1"). NOTE: Call House Staff if the agency has	ovide information in all the cells that are highlig	Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is st hted. Please save the information related to each Objective as a separate tab in the excel document. Label each Ta pleting the information below.	ill blank. The agency will then have a blank b, "O" and insert the applicable numbers in th
Strategic Plan Context	n, zec a. 7, site in your discrim		
# and description of Goal the Objective is helping accomplish:		Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public officials and stakeholders to affect change.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 2.2 -Promulgate regulations to carry out provisions outlined in CMA's statute to streamline programs, duties and functions to address the needs of the populations served.	
Objective			
Objective # and Description:		Objective 2.2.2 - Produce one (1) internal document entitled, "Review of CMA Statute, Regulations and Program Areas" to determine what legislative action, revisions or promulgation will be necessary by January 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		SC CMA Board and Staff will exercise statutory authority under the South Carolina Code of Laws, Title 1, Chapter 31, Section 1-31-40, Part A, Number 10 as necessary to improve programming.	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person	i dan ing kapalan bi kapalan sa peri sa		
Name:		Marcy Hayden, Lee McElveen, George Dennis, Benjamin Washington	
Number of Months Responsible:			
Position:		Program Coordinators, Research Program Manager respectively	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Program Coordinators, Research Program Manager respectively	
Department or Division Summary:		The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates; The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	
Amount Budgeted and Spent To Accomplish Objective	the state of the second st		
Total Budgeted for this fiscal year:		\$31,536	
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES	and the second se		
ENFORMAINCE MEASURES			

(m		
Instructions : Please copy and paste the chart and questions below as many times		
as needed so the agency can provide this information for each Performance		
Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just		
like the agency did in the accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the		
performance measure from the drop down box (see Types of Performance		
Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to		
"Actual Results," enter the actual value the agency had for that performance		
measure at the end of that year. Next to "Target Results," enter the target value		
the agency wanted to reach for the performance measure for that year. Next to		
"Minimum acceptable level," enter the minimum level for this performance		
measure that the agency would find acceptable. Including a minimum acceptable		
level and target level will hopefully encourage the agency to continually set		
challenging targets each year. If the agency did not utilize a particular		
performance measure during certain years, then enter the following next to the		
applicable "Actual Results" and "Target Results," - "Agency did not use PM		
during this year."		
4) In the last set of cells, answer the questions to provide Details about each		
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or federal government," pick State from the drop down menu if an entity in state		
government requires the agency to track this information, Federal if an entity in		
the federal government requires the agency to track this information, or Only		
Agency Selected if there is no state or federal entity that requires the agency to		
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	0.1	
costs, units of time, or other ratio-based units. Efficiency measures are used to		
assess the cost-efficiency, productivity, and timeliness of agency operations.		
Efficiency measures measure the efficient use of available resources and should be		
the second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an		
agency produces. Output measures are used to assess workload and the agency's		
efforts to address demands. Output measures measure workload and efforts and		
should be the third priority. Example - # of business license applications		
processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production		
and delivery of a service. Inputs are "what we use to do the work." They measure		
the factors or requests received that explain performance (i.e. explanatory). These		
measures should be the last priority. Example - # of license applications received		
measures should be the last priority. Example - # of neerse applications received		
How the Agency is Measuring its Performance		

Objective Number and Description	Objective 2.2.2 - Produce one (1) internal document entitled, "Review of CMA Statute, Regulations	
	and Program Areas" to determine what legislative action, revisions or promulgation will be necessary by	
	January 2016.	
Performance Measure:	2015 Key Findings Promulgation of Regulations Report Review of CMA	
	Statute and Program Areas	
Type of Measure:	Input	
Results		
2013-14 Actual Results (as of 6/30/14):	0	
2014-15 Target Results:	0	
2014-15 Actual Results (as of 6/30/15):	0	
2015-16 Minimum Acceptable Results:	1	
2015-16 Target Results:	1	
Details		
Does the state or federal government require the agency to track this? (provide any	Yes	
additional explanation needed, two cells over)		Required by State to review every 5 years.
What are the names and titles of the individuals who chose this as a performance	Thomas Smith, Executive Director	required by State to review every 5 years.
measure?	Thomas Shalli, Excounte Enfoltor	
Why was this performance measure chosen?	Assist agency with fulfilling duties under statute and regulations.	
If the target value was not reached in 2014-15, what changes were made to try and	NA	
ensure it was reached?	NA	
What are the names and titles of the individuals who chose the target value for	Thomas Smith, Executive Director	
2015-16?	I nomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16		
	One report needed internally for CMA Board of Commissioners and staff to use to carryout duties under	
and why was the decision finally made on setting it at the level at which it was set?	statute and regulations; requirement by the state to review regulations.	
Based on the performance so far in 2015-16, does it appear the agency is going to	Yes	
reach the target for 2015-16?		
If the answer to the question above is "questionable" or "no," what changes are	NA	
being made to try and ensure it is reached or what resources are being diverted to		
ensure performance measures more likely to be reached, are reached?		
POTENTIAL NEGATIVE IMPACT		
Instructions : Please list what the agency considers the most potential negative		
<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this		
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<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential		
<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not		
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<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has		
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Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under		
<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other		
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Level Requires Outside Help			
Outside Help to Request			
Level Requires Inform General Assembly			
3 General Assembly Options			
REVIEWS/AUDITS			
Instructions : Below please list all external or internal reviews, audits,			
investigations or studies ("Reviews") of the agency which occurred during the past			
fiscal year that relates/impacts this objective. Please remember to maintain an			
electronic copy of each Review and any other information generated by the entity			
performing the Review as copies may be requested when the agency is under			
study. NOTE: Responses are not limited to the number of rows below that have			
borders around them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date
	request, internal policy, etc.)		Review Ended (MM/DD/YYYY)
A preliminary inquiry conducted by the Office of the Inspector General to collect	Outside request.	Office of the Inspector General. The Office of the Inspector General is an external entity.	Began: 4/14/2015; Ended: 6/15/2015
information.			
PARTNERS			
Instructions : Under the column labeled, "Current Partner Entities" list all entities			
the agency is currently working with that help the agency accomplish this			
objective. Under the "Ways Agency works with Current Partners," enter the ways			
the agency works with the entity (names of projects, initiatives, etc.) which helps			
the agency accomplish this objective. List only one partner per row and insert as			
many rows as necessary to list all of the partners. Note, if there is a large list of			
partners that all fit within a certain group, the agency can list the group instead of			
each partner individually. For example, if the agency works with every middle			
school in the state, the agency can list SC Middle Schools, instead of listing each			
middle school separately. As another example, if the agency works with every			
high school in Lexington county, the agency can list Lexington County High			
Schools, instead of listing each high school in the county separately.			
Current Partner Entity	Ways Agency Works with Current	Is the Partner a State/Local Government Entity; College, University; or Other Business,	
I with the second secon			
	Partner	ASSOCIATION, OF INDIVIDUAL	
NA	Partner	Association, or Individual?	
NA	Partner	Association, or individual?	

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
<u>nstructions</u> : Below is a template to <u>complete for each Objective</u> listed in the Strategy The agency needs to provide information in all the cells that are highlighted. Please save eeds any assistance in completing the information below.	y, Objectives and Responsibility Chart. It is recommende the information related to each Objective as a separate tal	ed that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank b in the excel document. Label each Tab, "O" and insert the applicable numbers in the blanks (For example "O1,1,1"). NOTE: C	version to complete for each separate Objective all House Staff if the agency has any questions o
Strategic Plan Context			
and description of Goal the Objective is helping accomplish:		Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public officials and stakeholders to affect change.	
egal responsibilities satisfied by Goal:		Code of Laws, Title J, Chapter 31, Section 1-31-40	
and description of Strategy the Objective is under:		Strategy 2.2 -Promulgate regulations to carry out provisions outlined in CMA's statute to streamline programs, duties and functions to address the needs of the populations served.	
Dbjective			
Dbjective # and Description:		Objective 2.2.3 - Revise statute and regulations in order to carry out provisions outlined in CMA's statute to streamline programs, duties and functions to address the needs of the populations served by June 2016.	
egal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		Accomplishing this objective will enhance the Commission's ability to serve the State's minority populations more efficiently by revising its statutes and regulations to streamline programs, duties, and functions. Therefore, the needs of the State's minority populations will be better served.	
agency Programs Associated with Objective	Characteria International State		
rogram Names:		A frican American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person			
lame:		Thomas Smith, Lauretha Whaley, Lori Brock, Marcy Hayden, Lee McElveen, George Dennis, Rogie Nelson, Benjamin Washington	
Jumber of Months Responsible:		12	
osition:		Agency Executive Director, Administrative Manager, Administrative Coordinator, Program Coordinators, Research Program Manager respectively	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Administrative Services, Program Coordinators, Research and Policy Services	
Department or Division Summary:		Administrative Services provides leadership, support, and direction for the agency. Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates. The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina	
mount Budgeted and Spent To Accomplish Objective			
otal Budgeted for this fiscal year:		\$30,849	
'otal Actually Spent:	Agency will provide next year		
ERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency		
can provide this information for each Performance Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the		
accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure		
from the drop down box (see Types of Performance Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the		
actual value the agency had for that performance measure at the end of that year. Next to "Target Results,"		
enter the target value the agency wanted to reach for the performance measure for that year. Next to		
"Minimum acceptable level," enter the minimum level for this performance measure that the agency would		
find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency		
to continually set challenging targets each year. If the agency did not utilize a particular performance		
measure during certain years, then enter the following next to the applicable "Actual Results" and "Target		
Results," - "Agency did not use PM during this year."		
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is		
agency required to keep track of this by the state or federal government," pick State from the drop down		
menu if an entity in state government requires the agency to track this information, Federal if an entity in the		
federal government requires the agency to track this information, or Only Agency Selected if there is no		
state or federal entity that requires the agency to track this information, of only Agency selected it.		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions.		
Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving		
its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect		
on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees		
with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or		
other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and		
timeliness of agency operations. Efficiency measures measure the efficient use of available resources and		
should be the second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output		
measures are used to assess workload and the agency's efforts to address demands. Output measures		
measure workload and efforts and should be the third priority. Example - # of business license applications		
processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a		
service. Inputs are "what we use to do the work." They measure the factors or requests received that		
explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license		
applications received		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.2.3 - Revise statute and regulations in order to carry out provisions outlined in CMA's statute to streamline	
	programs, duties and functions to address the needs of the populations served by June 2016.	
Performance Measure:		
renormance weasure:	Review of CMA Statute and Program Areas: Human Trafficking Program, Small and Minority Business Assistance Program,	
Type of Measure:	Workers Compensation Act	
Results	Input	
2013-14 Actual Results (as of 6/30/14);		
2013-14 Actual Results (as 010/50/14).	0 0	
2014-15 Actual Results (as of 6/30/15):	 0	
2015-16 Minimum Acceptable Results:	0	
2015-16 Target Results:	 4	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation	Yes	
needed, two cells over)	100	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Thomas Smith, Executive Director	
What are the names and thes of the individuals who chose this as a performance measure? Why was this performance measure chosen?	Assist agency with fulfilling duties under statute and regulations.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Assist agency with furning outles under statute and regulations.	
	IVA	

What are the names and titles of the individuals who chose the target value for 2015-16?	1	Thomas Smith, Executive Director	
What are the names and three of the individuals who chose the target value to 2015-16? What was considered when determining the level to set the target value in 2015-16 and why was the		Statute and regulation revisions through promulgation, bill, or proviso to include four pieces of legislation filed for the 2015-	
decision finally made on setting it at the level at which it was set?		2016 legislative session.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-		Yes	
16?			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure		N/A	
it is reached or what resources are being diverted to ensure performance measures more likely to be reached,			
are reached?			
POTENTIAL NEGATIVE IMPACT			
Instructions: Please list what the agency considers the most potential negative impact to the public that may			
occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"			
enter the most potential negative impact to the public that may occur as a result of the agency not			
accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency			
believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency			
would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General			
Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the			
level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three			
options for what the General Assembly could do to help resolve the issue before it became a crisis. The			
House Legislative Oversight Committee will provide this information to all other House standing			
committees, but will not address it itself until the agency is under study.			
Most Potential Negative Impact		If the agency's statute and regulations are not reviewed to determine if provisions outlined in CMA's statute to streamline	
		programs, duties and functions are adhered to, the Commission may may not function as efficiently as possible and its	
		programs may not be as revelant to the times as necessary.	
Level Requires Outside Help		We do not foresee a situation where outside help would be required.	
Outside Help to Request		If outside help were required, the agency would seek the assistance of the General Assembly.	
Level Requires Inform General Assembly		Realistically, we do not foresee a situation where we would need to notify the General Assembly.	
3 General Assembly Options		Realistically, we do not foresee a situation where we would need to notify the General Assembly.	
REVIEWS/AUDITS			
Restaurstaurst Delaurations list all automatication of the installed of the William terms in the second sec			
Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews")			
of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember	1		
of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing	1		
of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited	1		
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of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited	Reason Review was Initiated (outside	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date
of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed. Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)		Review Ended (MM/DD/YYYY)
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of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed. Matter(s) or Issue(s) Under Review A preliminary inquiry conducted by the Office of the Inspector General to collect information. PARTNERS Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current	Reason Review was Initiated (outside request, internal policy, etc.)		Review Ended (MM/DD/YYYY)
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Agency Responding	SC Commission for Minority Affair	s	
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective listed i	in the Strategy, Objectives and Responsibility Cha	t. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blan	k version to complete for each
separate Objective. The agency needs to provide information in all the cells	s that are highlighted. Please save the information	related to each Objective as a separate tab in the excel document. Label each Tab, "O_" and insert the applicable numbers in the blanks (For example '	"O1.1.1"). NOTE: Call House Staff
the agency has any questions or needs any assistance in completing the info	ormation below.		2
	the second se		
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public	
and description of Goar the Objective is helping accomplish.		officials and stakeholders to affect change,	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 2.3 - Determine, approve and acknowledge by certification, state recognition for Native American Indian	
and description of buildey the objective is under.		entities on behalf of the State of South Carolina.	
Objective		entries on benañ or ne state or south Caronna.	
Objective # and Description:		Objective 2.3.1 - Pre-file a minimum of one (1) concurrent resolution acknowledging any outstanding state recognized	
objective w and Description.		tribes and groups from previous petition cycles by December 2015.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		SC CMA and SC General Assembly will honor and congratulate SC State Recognized entities on achieving this honor	
		ensuring increased public knowledge of recognition.	
Agency Programs Associated with Objective		chourng interacte public knowledge of recognition.	
Program Names:			
		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community	
		Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person	and the second		
Name:		Thomas Smith and Marcy Hayden	25
Number of Months Responsible:		12	
Position:		Agency Executive Director and Program Coordinator, respectively	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Administrative Services and Native American Affairs Initiative Program Coordinator	
Department or Division Summary:		Administrative Services provides leadership, support, and direction for the agency. Includes all program activities	
		related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native	
		Americans and other ethnic groups; The Native American Affairs Initiative serves as the State's Indian Affairs Office	
		with the mission to establish the framework to ensure social equity and economic prosperity for all Native American	
		Indian citizens throughout the State of South Carolina through policy change, education and increased awareness.	
		internet internet and an out of outer caronical anough policy change, cadadaton and interace an articless.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$14,582	
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			

Instructions : Please copy and paste the chart and questions below as many times as			
needed so the agency can provide this information for each Performance Measure that			
applies to this objective.			
1) In the cell next to, "Performance Measure," enter the performance measure just like			
the agency did in the accountability report.			
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the			
performance measure from the drop down box (see Types of Performance Measures			
explained below).			
3) In the next set of cells enter the actual and target results for each year. Next to			
"Actual Results," enter the actual value the agency had for that performance measure at			
the end of that year. Next to "Target Results," enter the target value the agency wanted			
to reach for the performance measure for that year. Next to "Minimum acceptable			
level," enter the minimum level for this performance measure that the agency would find			
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not utilize a particular performance measure during certain years, then enter the			
following next to the applicable "Actual Results" and "Target Results," - "Agency did			
not use PM during this year."			
4) In the last set of cells, answer the questions to provide Details about each measure. In			
the cell next to, "Is agency required to keep track of this by the state or federal			
government," pick State from the drop down menu if an entity in state government			
requires the agency to track this information, Federal if an entity in the federal			
government requires the agency to track this information, or Only Agency Selected if			
there is no state or federal entity that requires the agency to track this information and			
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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			
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Example - cost per inspection			
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factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received			
should be the last priority. Example - # of incense applications received			
How the Agency is Measuring its Performance			
Objective Number and Description		Objective 2.3.1 - Pre-file a minimum of one (1) concurrent resolution acknowledging any outstanding state recognized	
		tribes and groups from previous petition cycles by December 2015.	
Performance Measure:		One Concurrent Resolution filed	
Type of Measure:		Output	
Results			
2013-14 Actual Results (as of 6/30/14):		0	
2014-15 Target Results:		0	
2014-15 Actual Results (as of 6/30/15):		0	
2015-16 Minimum Acceptable Results:		1	

2015-16 Target Result		1	
Details	5.		
Does the state or federal government require the agency to track this? (provide any		No	
additional explanation needed, two cells over)		NO	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance		Thomas Smith, Executive Director	
measure?		Tiolias Siniu, Executive Director	
Why was this performance measure chosen?		Assist agency with fulfilling duties under statute and regulations.	
If the target value was not reached in 2014-15, what changes were made to try and		N/A	
ensure it was reached?			
What are the names and titles of the individuals who chose the target value for 2015-16	?	Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16 and		Once a Native American entity is recognized by CMA on behalf of the State (Statutory Authority), a Concurrent	
why was the decision finally made on setting it at the level at which it was set?		Resolution congratulating/honoring the entity is requested from the Legislature. A minimum of one was required in	
		2015-2016 cycles.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach		Yes	
the target for 2015-16?			
If the answer to the question above is "questionable" or "no," what changes are being		N/A	
made to try and ensure it is reached or what resources are being diverted to ensure			
performance measures more likely to be reached, are reached?			
POTENTIAL NEGATIVE IMPACT			
Instructions : Please list what the agency considers the most potential negative impact to	D		
the public that may occur as a result of the agency not accomplishing this objective.			
Next to, "Most Potential Negative Impact," enter the most potential negative impact to			
the public that may occur as a result of the agency not accomplishing the objective.			
Next to, "Level Requires Outside Help," enter the level at which the agency believes it			
needs outside help. Next to, "Outside Help to Request," enter the entities to whom the			
agency would reach out if the potential negative impact rises to that level. Next to,			
"Level Requires Inform General Assembly," enter the level at which the agency thinks			
the General Assembly should be put on notice of the level at which the potential			
negative impact has risen. Next to, "3 General Assembly Options," enter three options			
for what the General Assembly could do to help resolve the issue before it became a			
crisis. The House Legislative Oversight Committee will provide this information to all			
other House standing committees, but will not address it itself until the agency is under			
study.			
Most Potential Negative Impact		This objective has been met.	
Level Requires Outside Help			
Outside Help to Request			
Level Requires Inform General Assembly			
3 General Assembly Options			
REVIEWS/AUDITS			
Instructions : Below please list all external or internal reviews, audits, investigations or			
studies ("Reviews") of the agency which occurred during the past fiscal year that			
relates/impacts this objective. Please remember to maintain an electronic copy of each			
Review and any other information generated by the entity performing the Review as			
copies may be requested when the agency is under study. NOTE: Responses are not			
limited to the number of rows below that have borders around them, please insert as			
many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review
	request, internal policy, etc.)	and a second big the second and the second s	Ended (MM/DD/YYYY)
NA	NA	NA	NA
	-1r		

PARTNERS			
Instructions: Under the column labeled, "Current Partner Entities" list all entities the			
agency is currently working with that help the agency accomplish this objective. Under			
the "Ways Agency works with Current Partners," enter the ways the agency works with			
the entity (names of projects, initiatives, etc.) which helps the agency accomplish this			
objective. List only one partner per row and insert as many rows as necessary to list all			
of the partners. Note, if there is a large list of partners that all fit within a certain group,			
the agency can list the group instead of each partner individually. For example, if the	1		
agency works with every middle school in the state, the agency can list SC Middle			
Schools, instead of listing each middle school separately. As another example, if the			
agency works with every high school in Lexington county, the agency can list Lexington			
County High Schools, instead of listing each high school in the county separately.	1		
Current Partner Entity	Ways Agency Works with Current	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or	
	Partner	Individual?	
NA			

Date of Schulislika March 39, 2016 Inclusion Inclusion Inclusion PREX Vert of which information belows pertains 2015-10 Inclusion Inclusion Inclusion PREX Vert of which information belows pertains 2015-10 Inclusion Inclusion Inclusion Press Vert of which is transplee to sample for each Dight for each Dight for each an Dight for each Dight for e	Agency Responding	SC Commission for Minority Affairs	5	
Picel Vero Weihn information below pertains 2015-16 Interfactor Picel	Date of Submission			
eomplets for each separate Objective. The agency nexts to provide informations in all to cells that me highlighed. Places aux the information related us search Objective as a separate lab in the excel document. Label each Tab, "O" and insert the applicable numbers in the blants (for e '0', 1, 1''). NOTE: Call House Staff if the gency has any questions or necks any sesarate in ormpleting the information related us search Objective is hubying accomplete. Cash of Calaxy, Title / Chapter 31, Section 1-31-40. Stratege 12 - Objective is hubying accomplete. Cash of Calaxy, Title / Chapter 31, Section 1-31-40. Stratege 12 - Objective is nuclear. Cash of Calaxy, Title / Chapter 31, Section 1-31-40. Stratege 12 - Objective is nuclear. Cash of Calaxy, Title / Chapter 31, Section 1-31-40. Stratege 12 - Objective is nuclear. Cash of Calaxy, Title / Chapter 31, Section 1-31-40. Stratege 23 - Determine, approve and asknowledge by certification, state recognition for Native American Indian entities Objective is nuclear. Cash of Calaxy, Title / Chapter 31, Section 1-31-40. Stratege 23 - Determine, approve and asknowledge by certification, state recognition for Native American Indian entities Objective is nuclear. Cash of Calaxy, Title / Chapter 31, Section 1-31-40. Stratege 23 - Determine, approve and asknowledge by certification, state recognition for Native American Indian entities Objective 24 - Context two C3 State Recognition applications cycles (September 1 and April) 1 in which applications (Determine) and and the fore the sound Casohine of Calaxy and the fore the sound Casohine cycle or relate and state of the sound Casohine cycle or relate and state of the sound Casohine cycle or relate and state of the sound Casohine cycle or relate and state of the sound Casohine cycle or relate and state of the sound Casohine cycle or relate and state of the sound Casohine cycle or relate and state of the sound Casohine cycle or relate and state of the sound Casohine cycle or relate and state of the sound Casohine cycle or relate	Fiscal Year for which information below pertains			
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omplete for each spants Objective. The agency neaks to provide mformation in all for cells but are highlighted. Please save the information related to each Objective as a segmate tab in the excel document. Label each Tab, "O" and issuer the applicable numbers in the blants (for e OULLY, NCTE: Cell Blance Staff if the agency has any quantities or incompleting the information related any segment objective is an agency mean any quantities or incompleting the information related any segment objective is an agency mean any quantities or incompleting the information related any segment objective is hunger any advections or needed any assistance in completing the information related any segment objective is any agency in a segment objective is and assocration of one of the completing the information of a segment objective is and the applicable and stateholders in and stateholders in a segment objective association and engagement with legislates, public officials and stateholders in a stateholder in	Instructions: Below is a template to complete for each Objective listed	1 in the Strategy, Objectives and Responsibility	Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The a	gency will then have a blank version to
VD.1.1°J. NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information between the agency for any constraint of the Question of Adates in the agency for any constraint of the Question is the Question of Coal the Objective is helping accompletion: Image: Coal 2 - Address the needs of mionity populations through collaboration and engagement with legislators, public efficial agency is under: Image: Coal Coal Coal Coal Coal Coal Coal Coal	complete for each separate Objective. The agency needs to provide inform	nation in all the cells that are highlighted. Plea	se save the information related to each Objective as a separate tab in the excel document. Label each Tab "O " and insert the an	licable numbers in the blanks (For example
Strategic Plan Context Image: Context Context Image: Context Cont	"O1.1.1"). NOTE: Call House Staff if the agency has any questions or ne	eds any assistance in completing the information	on below.	should be humbers in the blanks (i or exam
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Number of Months Responsible: 12 Image: Number of Months Responsible: Number of Months Responsible				
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Amount Budgeted and Spent To Accomplish Objective Image: Complish Objective Total Budgeted for this fiscal year: Image: Complish Objective and State St			the State of South Carolina through policy change, education and increased awareness.	
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Total Actually Spent: Agency will provide next year				
			\$14,582	
	Total Actually Spent:	Agency will provide next year		

Instructions : Please copy and paste the chart and questions below as many times		
as needed so the agency can provide this information for each Performance		
Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just		
like the agency did in the accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the		
performance measure from the drop down box (see Types of Performance		
Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to		
"Actual Results," enter the actual value the agency had for that performance		
measure at the end of that year. Next to "Target Results," enter the target value the		
agency wanted to reach for the performance measure for that year. Next to		
"Minimum acceptable level," enter the minimum level for this performance		
measure that the agency would find acceptable. Including a minimum acceptable		
level and target level will hopefully encourage the agency to continually set		
challenging targets each year. If the agency did not utilize a particular		
performance measure during certain years, then enter the following next to the		
applicable "Actual Results" and "Target Results," - "Agency did not use PM		
during this year."		
4) In the last set of cells, answer the questions to provide Details about each		
measure. In the cell next to, "Is agency required to keep track of this by the state		
or federal government," pick State from the drop down menu if an entity in state		
government requires the agency to track this information, Federal if an entity in the		
federal government requires the agency to track this information, or Only Agency		
Selected if there is no state or federal entity that requires the agency to track this		
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 the agency's		
should be the third priority. Example - # of business license applications		
processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the		
production and delivery of a service. Inputs are "what we use to do the work."		
They measure the factors or requests received that explain performance (i.e.		
explanatory). These measures should be the last priority. Example - # of license		
applications received		
approximiting received		
YV		
How the Agency is Measuring its Performance		

Objective Number and Description	Objective 2.3.2 - Conduct two (2) State Recognition application cycles (September 1 and April 1) in which applications	
	(petitions) are submitted in accordance with current law by June 2016.	
Performance Measure:	Two Application Cycles for State Recognition applications	1
Type of Measure:	Output	
2013-14 Actual Results (as of 6/30/14):		
2014-15 Target Results:	2	
2014-15 Actual Results (as of 6/30/15):	2	
2015-16 Minimum Acceptable Results:	2	
2015-16 Target Results:	2	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Yes	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Thomas Smith, Executive Director	
Why was this performance measure chosen?	Assist agency with fulfilling duties under statute and regulations.	
If the target value was not reached in 2014-15, what changes were made to try and	N/A	
ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16	Two cycles are required by law each year (September 1 and April 1).	
and why was the decision finally made on setting it at the level at which it was set?		
Based on the performance so far in 2015-16, does it appear the agency is going to	Yes	
reach the target for 2015-16?		
If the answer to the question above is "questionable" or "no," what changes are	N/A	
being made to try and ensure it is reached or what resources are being diverted to		
ensure performance measures more likely to be reached, are reached?		
POTENTIAL NEGATIVE IMPACT		
Instructions: Please list what the agency considers the most potential negative		
impact to the public that may occur as a result of the agency not accomplishing		
this objective. Next to, "Most Potential Negative Impact," enter the most potential		
negative impact to the public that may occur as a result of the agency not		
accomplishing the objective. Next to, "Level Requires Outside Help," enter the		
level at which the agency believes it needs outside help. Next to, "Outside Help to		
Request," enter the entities to whom the agency would reach out if the potential		
negative impact rises to that level. Next to, "Level Requires Inform General		
Assembly," enter the level at which the agency thinks the General Assembly		
should be put on notice of the level at which the potential negative impact has		
risen. Next to, "3 General Assembly Options," enter three options for what the		
General Assembly could do to help resolve the issue before it became a crisis. The		
House Legislative Oversight Committee will provide this information to all other		
House standing committees, but will not address it itself until the agency is under		
study.		
Most Potential Negative Impact	If you did not conduct the State Responsition purples Nation American and the state of the state	
	If we did not conduct the State Recognition cycles, Native Americans would not have the opportunity to apply for State Recognition as required by law.	
Level Requires Outside Help	If we determine that this objective could not be completed because it is part of the statute, then members of the General	
	Assembly would be notified.	
Outside Help to Request	We don't foresee any situation where we could not comply with this objective.	
Level Requires Inform General Assembly	We don't foresee any situation where we could not comply with this objective.	

3 General Assembly Options		The General Assembly could contact the State Archaeologist to oversee the process of State Recognition; Have the Governor establish an Ad Hoc committee to complete the State Recognition process; Contact a Native American expert to come in and oversea the State Recognition process.	
REVIEWS/AUDITS			
<i>Instructions</i> : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
NA			
PARTNERS Instructions: Under the column labeled, "Current Partner Entities" list all entities			
the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways			
the agency works with the entity (names of projects, initiatives, etc.) which helps			
the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of			
partners that all fit within a certain group, the agency can list the group instead of			
each partner individually. For example, if the agency works with every middle			
school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every			
high school in Lexington county, the agency can list Lexington County High			
Schools, instead of listing each high school in the county separately.		8	
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
SC State Recognition Committee members			
	completeness and validity	as well as members of state recognized Native American entities.	

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective listed in the S	trategy, Objectives and Responsibility Chart. It is recomm	nended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a bla	nk version to complete for each separate
Objective. The agency needs to provide information in all the cells that are highlig	thed. Please save the information related to each Objectiv	e as a separate tab in the excel document. Label each Tab, "O_" and insert the applicable numbers in the blanks (For example "O1.1.1"	") NOTE: Call House Staff if the
agency has any questions or needs any assistance in completing the information be			
Structure in Disc. Classes of			
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public officials and	
Legal responsibilities satisfied by Goal:		stakeholders to affect change.	
# and description of Strategy the Objective is under:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 2.3 - Determine, approve and acknowledge by certification, state recognition for Native American Indian entities on	
Objective		behalf of the State of South Carolina.	
Objective # and Description:			
Objective # and Description:		Objective 2.3.3 - Conduct up to two (2) "State Recognition Application Workshops" pertaining to the state recognition	
Legal responsibilities satisfied by Objective:		process, law and application for entities interested in applying for state recognition by June 2016. Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:			
		SC CMA Staff will have provided technical assistance and instruction on the process of applying for State Recognition,	
Agency Programs Associated with Objective		ensuring increased knowledge among entities of the process and requirements as necessary.	
Program Names:	and the second		
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based	
Responsible Person		Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Name:		Thomas Smith and Marcy Hayden	
Number of Months Responsible:		10 Inortas Smitt and Marcy Hayden	
Position:		Agency Executive Director and Program Coordinator, respectively	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Administrative Services and Native American Affairs Initiative Program Coordinator	
Department of Division.			
Department of Division Summary.		Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to	
		Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other	
		ethnic groups; The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to establish	
		the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of	
		South Carolina through policy change, education and increased awareness.	
Amount Budgeted and Spent To Accomplish Objective	and the second		
Total Budgeted for this fiscal year:	Information	\$14,582	
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			

here to, "is agency regulated to keep risks of this by he safe or federal government," pick State from the dood no government requires the agency to track this information, or O by the dood no government requires the agency to track this information, or O by the dood no government requires the agency to track this information, or O by the dood no government requires the agency to track this information, or O by the dood no government requires the agency to track this information, or O by the dood no government requires the agency to track this information on the agency selected t. Ness of Performance Measures: Defense of the same and the agency selected the same and the same an				
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Performance Measure: Two SC State Recognition Application Workshops to be conducted Image: Conducted State Recognition Application Workshops to be conducted Type of Measure: Output Image: Conducted State Recognition Application Workshops to be conducted Results Output Image: Conducted State Recognition Application Workshops to be conducted 2013-14 Actual Results (as of 6/30/14): O O				
Type of Measure: Output Results 0 2013-14 Actual Results (as of 6/30/14): 0	Performance Measure:			
2013-14 Actual Results (as of 6/30/14): 0				
	Results			
2014-15 Target Results: 0			0	
	2014-15 Target Results:		0	

2014-15 Actual Results (as of 6/30/15)	<u></u>		
2014-15 Actual Results (as of 0/50/15) 2015-16 Minimum Acceptable Results		0	
2013-10 Withinin Acceptable Results 2015-16 Target Results			
Details	S.		
Does the state or federal government require the agency to track this? (provide any additional		No	Insect and forther and booting if 1.1
explanation needed, two cells over)			Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?		Thomas Smith, Executive Director	
Why was this performance measure chosen?		To assist agency with fulfilling duties under statute and regulations; assist applicants prior to application cycle as needed	
why was this performance measure chosen:		To assist agency with running duties under statute and regulations; assist applicants prior to application cycle as needed	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		N/A	
reached? What are the names and titles of the individuals who chose the target value for 2015-16?			
		Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16 and why was the		Conduct two trainings per year prior to State Recognition application submissions, to assist applicants with the application	
decision finally made on setting it at the level at which it was set? Based on the performance so far in 2015-16, does it appear the agency is going to reach the target		process.	
for 2015-16?		Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try		N/A	
and ensure it is reached or what resources are being diverted to ensure performance measures more			
likely to be reached, are reached?			
POTENTIAL NEGATIVE IMPACT			
<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public			
that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential			
Negative Impact," enter the most potential negative impact to the public that may occur as a result of	e		
the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level			
at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the			
entities to whom the agency would reach out if the potential negative impact rises to that level. Nex	t		
to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the			
General Assembly should be put on notice of the level at which the potential negative impact has			
risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly			
could do to help resolve the issue before it became a crisis. The House Legislative Oversight			
Committee will provide this information to all other House standing committees, but will not addres	s		
it itself until the agency is under study.			
Most Potential Negative Impact		If we did not conduct the application workshops, applicants would not have the full benefit of the information disseminated at	
		the workshop. Therefore, the applications submitted may not be in compliance with state guidelines.	
Level Requires Outside Help		If the Commission had no one on staff qualified to conduct the workshops, then outside help or assistance would be required.	
Outside Help to Request		State Recognition Committee	
Level Requires Inform General Assembly		The General Assembly would only need to be informed if the Commission absolutely could not provide the training sessions a required by state law.	s
3 General Assembly Options		We don't foresee a situation where the General Assembly would need to intervene.	
REVIEWS/AUDITS			
Instructions : Below please list all external or internal reviews, audits, investigations or studies			
("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this			
objective. Please remember to maintain an electronic copy of each Review and any other			
information generated by the entity performing the Review as copies may be requested when the			
agency is under study. NOTE: Responses are not limited to the number of rows below that have			
borders around them, please insert as many rows as needed,			
	Reason Review was Initiated (outside	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) ar
Matter(s) or Issue(s) Under Review			

1.

A preliminary inquiry conducted by the Office of the Inspector General to collect information	Outside request.	Office of the Inspector General. The Office of the Inspector General is an external entity.	Began: 4/14/2015; Ended: 6/15/2015
ARTNERS			
<i>instructions</i> : Under the column labeled, "Current Partner Entities" list all entities the agency is urrently working with that help the agency accomplish this objective. Under the "Ways Agency vorks with Current Partners," enter the ways the agency works with the entity (names of projects, nitiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and nsert as many rows as necessary to list all of the partners. Note, if there is a large list of partners at all fit within a certain group, the agency can list the group instead of each partner individually. for example, if the agency works with every middle school in the state, the agency can list SC fiddle Schools, instead of listing each middle school separately. As another example, if the agency vorks with every high school in Lexington county, the agency can list Lexington County High chools, instead of listing each high school in the county separately.			
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
C State Recognition Committee members	The members review the applications for completeness and validity	The committee serves under the auspices of the Commission. It is comprised of state officials appointed to the committee as well as members of state recognized Native American entities.	

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective list	ed in the Strategy, Objectives and Responsibility	Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency	will then have a blank version to
complete for each separate Objective. The agency needs to provide info	rmation in all the cells that are highlighted. Pleas	se save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O_" and insert the applicab	ble numbers in the blanks (For
example "O1.1.1"). NOTE: Call House Staff if the agency has any ques	stions or needs any assistance in completing the in	formation below	
······································			
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public officials	
		and stakeholders to effect change.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:	1	Strategy 2.3 - Determine, approve and acknowledge by certification, state recognition for Native American Indian entities on	
1		behalf of the State of South Carolina.	
Objective			
Objective # and Description:		Objective 2.3.4 - Fulfill 100% of requirements for state recognition process for petition cycle 9/1/2015 by June 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		Native American entities who have applied for State Recognition will have been granted or denied recognition in accordance	
		with the South Carolina Code of Laws, Title 1, Chapter 31, Section 1-31-40, Part A, Number 6 and 10 and South Carolina	
		Code of Regulations Chapter 139, Articles I and formally acknowledged by the State.	
Agency Programs Associated with Objective		Code of Regulations Chapter 157, Tatteles Faile formally acknowledged by the State.	
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based	
6		Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person			
Name:		Thomas Smith and Marcy Hayden	
Number of Months Responsible:			
Position:		Agency Executive Director and Program Coordinator, respectively	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Administrative Services and Native American Affairs Initiative Program Coordinator	
Department or Division Summary:		Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to	
,		Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other	
		ethnic groups; The Native American Affairs Initiative services as the State's Indian Affairs Office with the mission to	
		establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout	
		the State of South Carolina through policy change, education and increased awareness.	
		the state of south Carolina unough policy change, education and increased awareness.	
Amount Budgeted and Spent To Accomplish Objective	the second s		
Total Budgeted for this fiscal year:		\$14,582	
Total Actually Spent:	Agency will provide next year		
a second s	Tagency wat province next year		
PERFORMANCE MEASURES			

4

Instructions : Please copy and paste the chart and questions below as many times		
as needed so the agency can provide this information for each Performance		
Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just		
like the agency did in the accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the		
performance measure from the drop down box (see Types of Performance		
Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to		
"Actual Results," enter the actual value the agency had for that performance		
measure at the end of that year. Next to "Target Results," enter the target value the		
agency wanted to reach for the performance measure for that year. Next to		
"Minimum acceptable level," enter the minimum level for this performance		
measure that the agency would find acceptable. Including a minimum acceptable		
level and target level will hopefully encourage the agency to continually set		
challenging targets each year. If the agency did not utilize a particular		
performance measure during certain years, then enter the following next to the		
applicable "Actual Results" and "Target Results," - "Agency did not use PM		
during this year."		
4) In the last set of cells, answer the questions to provide Details about each		
measure. In the cell next to, "Is agency required to keep track of this by the state		
or federal government," pick State from the drop down menu if an entity in state		
government requires the agency to track this information, Federal if an entity in the		
federal government requires the agency to track this information, or Only Agency		
Selected if there is no state or federal entity that requires the agency to track this		
information and the agency selected it		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits		
from an agency's actions. Outcome measures are used to assess an agency's		
effectiveness in serving its key customers and in achieving its mission, goals and		
objectives. They are also used to direct resources to strategies with the greatest	*	
effect on the most valued outcomes. Outcome measures should be the first		
priority. Example - % of licensees with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit		
costs, units of time, or other ratio-based units. Efficiency measures are used to		
assess the cost-efficiency, productivity, and timeliness of agency operations.		
Efficiency measures measure the efficient use of available resources and should be		
the second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an		
agency produces. Output measures are used to assess workload and the agency's	<u>A</u>	
efforts to address demands. Output measures measure workload and efforts and		
should be the third priority. Example - # of business license applications		
processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production		
and delivery of a service. Inputs are "what we use to do the work." They measure		
the factors or requests received that explain performance (i.e. explanatory). These		
measures should be the last priority. Example - # of license applications received		
How the Agency is Measuring its Performance		

Objective Number and Description	Objective 2.3.4 - Fulfill 100% of requirements for state recognition process for petition cycle 9/1/2015 by June 2016.	1
Performance Measure:	2.3.4 Fulfill 100% of requirements for state recognition process for petition cycle 9/1/2015 by June 2016.	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	0	
2014-15 Target Results:		
2014-15 Actual Results (as of 6/30/15);		
2015-16 Minimum Acceptable Results:	80%	
2015-16 Target Results:	100%	
Details		
Does the state or federal government require the agency to track this? (provide any	Yes	
additional explanation needed, two cells over)		
What are the names and titles of the individuals who chose this as a performance measure?	Thomas Smith, Executive Director	The CMA tracks the cycles and applications per statutory requirements.
Why was this performance measure chosen?	Agency must fulfill 100% of requirement for state recognition each cycle (September 1 and April 1)	icquirements.
If the target value was not reached in 2014-15, what changes were made to try and	N/A	
ensure it was reached? What are the names and titles of the individuals who chose the target value for		1
2015-16?	Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16	Agency must fulfill 100% of requirement for State Recognition each cycle (September 1 and April 1); function of CMA per	
and why was the decision finally made on setting it at the level at which it was set?	statute and regulations	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are	N/A	
being made to try and ensure it is reached or what resources are being diverted to		
ensure performance measures more likely to be reached, are reached?		
POTENTIAL NEGATIVE IMPACT		
Instructions : Please list what the agency considers the most potential negative		
impact to the public that may occur as a result of the agency not accomplishing this		
objective. Next to, "Most Potential Negative Impact," enter the most potential		
negative impact to the public that may occur as a result of the agency not		
accomplishing the objective. Next to, "Level Requires Outside Help," enter the		
level at which the agency believes it needs outside help. Next to, "Outside Help to		
Request," enter the entities to whom the agency would reach out if the potential		
negative impact rises to that level. Next to, "Level Requires Inform General		
Assembly," enter the level at which the agency thinks the General Assembly		
should be put on notice of the level at which the potential negative impact has		
risen. Next to, "3 General Assembly Options," enter three options for what the		
General Assembly could do to help resolve the issue before it became a crisis. The		
House Legislative Oversight Committee will provide this information to all other		
House standing committees, but will not address it itself until the agency is under		
study.		
ouug.		
Most Potential Negative Impact	If we did not fulfill 100% of the requirements for state recogniton for the September 2015 cycle by June 2016, the agency	
Level Requires Outside Help	would be out of compliance with state guidelines.	
Level Requires Outside Help	If the expertise did not exist among members of the staff to meet this objective, then outside help would be required.	
Outside Help to Request	State Recognition Committee	

Level Requires Inform General Assembly		If the agency absolutely could not meet this objective, then the General Assembly should be notified because the agency would not be in compliance with state law.	
General Assembly Options		We don't foresee any situations where the Commission could not comply with this objective.	
Scheral Assembly Options		we don't foresee any studations where the Commission could not comply with this objective.	
REVIEWS/AUDITS			
Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have porders around them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YY) and Date Review Ended (MM/DD/YYY)
A preliminary inquiry conducted by the Office of the Inspector General to collect nformation.	Outside report.	The Office of the Inspector General. The Office of the Inspector General is an external entity.	Began: 4/14/2015; Ended: 6/15/201.
PARTNERS:	والمرجل والمتجرية ومتعاصر تستر الجرور		1
Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle tochool in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.			
	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
C State Recognition Committee members	The members review the applications for completeness and validity	The committee serves under the auspices of the Commission. It is comprised of state officials appointed to the committee as well as members of state recognized Native American entities.	

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains			
Tistai real for which information below pertains	2015-16		
Below is a template to complete for each Objective listed in the Strategy, Objectives and Response	ability Chart. It is recommended that the agency c	sopy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version	to complete for each separate
Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information	n related to each Objective as a separate tab in the	excel document. Label each Tab, "O_" and insert the applicable numbers in the blanks (For example "O1,1,1,1"). NOTE:	Call House Staff if the agency ha
any questions or needs any assistance in completing the information below.			
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public	
		officials and stakeholders to affect change.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:	1	Strategy 2.4 - Address new SC Human Trafficking legislation at the SC CMA.	
Objective	A 47 C	Strategy 2.4 - Address new SC Human Tranicking legislation at the SC CMA.	
Objective # and Description:		Objective 2.4.1 At a minimum true (2) CMA staff will have initial the DO Have T. Of Liver T. A.	
objective # and Description.		Objective 2.4.1 - At a minimum, two (2) CMA staff will have joined the SC Human Trafficking Task Force by	
Legal responsibilities satisfied by Objective:		December 2015.	
Public Benefit/Intended Outcome:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
ruone Benenviniended Outcome:		This will ensure participation of the Commission for Minority Affairs in the initial creation of policies and procedures	
		that will take into account the effect of human trafficking in the minority populations.	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community	
		Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person			
Name:		George Dennis, Lee McElveen and Marcy Hayden	
Number of Months Responsible:		12	
Position:		Program Coordinators	
Office Address:		2221 Devine Street, Suite #408, Columbia, SC 29205	
Department or Division:		Program Coordinators	
Department or Division Summary:			
		The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the	
		State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative	
Amount Budgeted and Spent To Accomplish Objective		inandates.	
Total Budgeted for this fiscal year:			
Total Actually Spent:		\$19,013	
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			
Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can			
provide this information for each Performance Measure that applies to this objective.		1	
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the		1	
accountability report.			
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the			
drop down box (see Types of Performance Measures explained below).		1	
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual		1	
value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the		1	
target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable		1	
level," enter the minimum level for this performance measure that the agency would find acceptable. Including a		1	
minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets		1	
ununuun augulaure ievel alle tarvel level will nonennuv enconrare the ageney to continually set challenging targets		1	
	1		
each year. If the agency did not utilize a particular performance measure during certain years, then enter the	1		
each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."			
each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."			
ach year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year." 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an			
each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year." 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is			
each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year." 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal			
each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year." 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an			

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 the third priority. Example - # of business license applications processed. Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received		
Haw the Amount of Manual and the Darforman		
How the Agency is Measuring its Performance Objective Number and Description	Objective 2.4.1 - At a minimum, two (2) CMA staff will have joined the SC Human Trafficking Task Force by	
Objective Number and Description	December 2015.	
Performance Measure:	Two Staff to Join HumanTrafficking Task Force	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	0	
2014-15 Target Results:	0	
2014-15 Actual Results (as of 6/30/15):	 0	
2015-16 Minimum Acceptable Results:	2	
2015-16 Target Results:	2	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Thomas Smith, Executive Director	
Why was this performance measure chosen?	Agency required to address Human Trafficking per Statute.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	A minimum of two staff members were chosen to represent our diverse communities.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	
POTENTIAL NEGATIVE IMPACT		

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur			
as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the			
most potential negative impact to the public that may occur as a result of the agency not accomplishing the			
objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside			
balls. Number 1004 to 1 labets Descent II actually entities to be descent which the agency believes in needs outside			
help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential			
negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the			
agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has			
risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help			
resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this			
information to all other House standing committees, but will not address it itself until the agency is under study.			
Most Potential Negative Impact		This objective has been met.	
Level Requires Outside Help			
Outside Help to Request			
Level Requires Inform General Assembly			
3 General Assembly Options			
REVIEWS/AUDITS			1
Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the			
agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain			
		1	
an electronic copy of each Review and any other information generated by the entity performing the Review as			
copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows	5		
below that have borders around them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request,	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began
	internal policy, etc.)		(MM/DD/YYYY) and Date Review
			Ended (MM/DD/YYYY)
A preliminary inquiry conducted by the Office of the Inspector General to collect information.	Outside report.	the Office of the Inspector General. The Office of the Inspector General is an external entity.	Began: 4/14/2015; Ended: 6/15/2015
	outside report.	the once of the hisperior deneral. The once of the hisperior deneral is an external entity.	Began: 4/14/2015; Ended: 6/15/2015
		승규님이는 모님 모님 또는 것을 것을 때 가지 않는 것을 다 다 다 나라 다 가지?	
PARTNERS			
Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working			
with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter			
the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish			
this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note,			
if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each			
partner individually. For example, if the agency works with every middle school in the state, the agency can list SC			
Middle Schools, instead of listing each middle school separately. As another example, if the agency works with			
every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each			
high school in the county separately.			
Current Partner Entity	Ware Among Warles with Compared Destance		
	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
Human Trafficking Task Force	The Commission works with the Task Force to	State entity	
· · · · · · · · · · · · · · · · · · ·	prevent human trafficking in the State of South		
	Carolina		
	The second s		
	1		

Agency Responding	SC Commission for Minority Affairs	
Date of Submission	March 30, 2016	
Fiscal Year for which information below pertains	2015-16	
Instructions: Below is a template to complete for each Objective listed in the Strategy, Objective	ctives and Responsibility Chart. It is recomm	nended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete f
each separate Objective. The agency needs to provide information in all the cells that are highl	ighted. Please save the information related to	each Objective as a separate tab in the excel document. Label each Tab, "O_" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE:
Call House Staff if the agency has any questions or needs any assistance in completing the info	mation below.	
Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:		Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public officials
		and stakeholders to affect change.
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40
# and description of Strategy the Objective is under:		Strategy 2.4 - Address new SC Human Trafficking legislation at the SC CMA.
Objective		
Objective # and Description:		Objective 2.4.2 - Seek a minimum of \$250,000 in additional funding for this new initiative and statutory duties by June
		2016.
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40
Public Benefit/Intended Outcome:		The agency would have the funds needed to establish the mandated Human Trafficking hotline. This will assist in the
		prevention of human trafficking and other violations of federal immigration laws.
Agency Programs Associated with Objective		
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community
		Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives
		Sales Services Internet, Shan and Antony Desites Antana Internet, Research and Foney Interactives
Responsible Person	ell superior in the unior of the	
Name:		Thomas Smith and Lauretha Whaley
Number of Months Responsible:		12
Position:		Agency Executive Director and Administrative Manager, respectively
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205
Department or Division:		Administrative Services
Department or Division Summary:		Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to
•		Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and
		other ethnic groups.
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:		\$15,410
Fotal Actually Spent:	Agency will provide next year	
Construction Conductor	inferior and provide next year	
PERFORMANCE MEASURES		

did in the accountability report. 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance		
measure from the drop down box (see Types of Performance Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results,"		
enter the actual value the agency had for that performance measure at the end of that year. Next to		
"Target Results," enter the target value the agency wanted to reach for the performance measure		
for that year. Next to "Minimum acceptable level," enter the minimum level for this performance		
measure that the agency would find acceptable. Including a minimum acceptable level and target		
level will hopefully encourage the agency to continually set challenging targets each year. If the		
agency did not utilize a particular performance measure during certain years, then enter the		
following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM		
during this year."		
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell		
next to, "Is agency required to keep track of this by the state or federal government," pick State		
from the drop down menu if an entity in state government requires the agency to track this		
information, Federal if an entity in the federal government requires the agency to track this		
information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.		1 /
to have any involuation and me aginey selected it.		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's		
actions. Outcome measures are used to assess an agency's effectiveness in serving its key		
customers and in achieving its mission, goals and objectives. They are also used to direct		
resources to strategies with the greatest effect on the most valued outcomes. Outcome measures		
should be the first priority. Example - % of licensees with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of		
time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency,		
productivity, and timeliness of agency operations. Efficiency measures measure the efficient use		
of available resources and should be the second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an agency		
produces. Output measures are used to assess workload and the agency's efforts to address		
demands. Output measures measure workload and efforts and should be the third priority.		
Example - # of business license applications processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of		
a service. Inputs are "what we use to do the work." They measure the factors or requests received		
that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.4.2 - Seek a minimum of \$250,000 in additional funding for this new initiative and statutory duties by June 2016.	
Performance Measure:	Acquire funding through legislative bugetary appropriations	
Type of Measure:	Input	
Results		
2013-14 Actual Results (as of 6/30/14): 2014-15 Target Results:	N/A N/A	
2014-15 Actual Results (as of 6/30/15):	N/A	
2014-15 Actual Results (as 01 0/50/15). 2015-16 Minimum Acceptable Results:	Begin researching the practical implementation of the statutary mandate for Human Traffic prevention.	
2015-16 Target Results:	Establish and staff the Human Trafficking hotline	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	The State will track the expenditure and use of the fund	Insert any further explanation, if needed

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	(1
What are the names and titles of the individuals who chose this as a performance measure?		Thomas Smith, Executive Director,	
Why was this performance measure chosen?		N/A	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		N/A	
reached?			
What are the names and titles of the individuals who chose the target value for 2015-16?		Thomas Smith, Executive Director,	
What was considered when determining the level to set the target value in 2015-16 and why was		This is a legislative mandate	
the decision finally made on setting it at the level at which it was set?			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target		No - Questionable	
for 2015-16?			
If the answer to the question above is "questionable" or "no," what changes are being made to try		Depends on funding as allocated be the Governor and the Legislature	
and ensure it is reached or what resources are being diverted to ensure performance measures			
more likely to be reached, are reached?			
POTENTIAL NEGATIVE IMPACT			
Instructions: Please list what the agency considers the most potential negative impact to the			
public that may occur as a result of the agency not accomplishing this objective. Next to, "Most			
Potential Negative Impact," enter the most potential negative impact to the public that may occur			1
as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help,"			
enter the level at which the agency believes it needs outside help. Next to, "Outside Help to			
Request," enter the entities to whom the agency would reach out if the potential negative impact			
rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which			
the agency thinks the General Assembly should be put on notice of the level at which the potential			
negative impact has risen. Next to, "3 General Assembly Options," enter three options for what			
the General Assembly could do to help resolve the issue before it became a crisis. The House			
Legislative Oversight Committee will provide this information to all other House standing			
committees, but will not address it itself until the agency is under study.			
Most Potential Negative Impact		This objective has been met.	
Level Requires Outside Help			
Outside Help to Request			
Level Requires Inform General Assembly			
3 General Assembly Options			
REVIEWS/AUDITS			
Instructions: Below please list all external or internal reviews, audits, investigations or studies			
("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this			1
objective. Please remember to maintain an electronic copy of each Review and any other			1
information generated by the entity performing the Review as copies may be requested when the			1
agency is under study. NOTE: Responses are not limited to the number of rows below that have			1
			1
borders around them, please insert as many rows as needed.			1
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began
Matter(5) of histor(5) of def review	request, internal policy, etc.)	Entry renorming the Keview and whether Keviewing Entry External of Rheman	
	request, internal poncy, etc.)		(MM/DD/YYYY) and Date
			Review Ended (MM/DD/YYYY)
A preliminary inquiry conducted by the Office of the Inspector General to collect information.	Outside report	The Office of the Interesting Control. The Office of the Interest - Control in the state of the interest of the state of t	
A premimary inquiry conducted by the Office of the inspector General to collect information.	Outside report.	The Office of the Inspector General. The Office of the Inspector General is an external entity.	Began: 4/14/2015; Ended:
			6/15/2015
DADTAIEDE	International Statements in the second se		
PARTNERS			

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington			
County High Schools, instead of listing each high school in the county separately.	Ways Agapay Works with Current Portpor	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
Human Trafficking Task Force	The Commission works with the Task Force		
	to prevent human trafficking in the State of South Carolina.		

	SC Commission for Minority Affairs	
Date of Submission	March 30, 2016	
Fiscal Year for which information below pertains	2015-16	
		his tab into multiple other tabs, while it is still blank, The agency will then have a blank version to complete for each separate Objective, The agency needs to provide information
the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O	" and insert the applicable numbers in the bl	mks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.
Strategie Plan Context	and the second sec	
# and description of Goal the Objective is helping accomplish:		Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public officials and
		stakeholders to affect change. Code of Laws, Title 1, Chapter 31, Section 1-31-40
Legal responsibilities satisfied by Goal: # and description of Strategy the Objective is under:		Code of Laws, Title 1, Chapter 51, Section 151-400
Objective		Strategy 2.4 - Address new Sc Human Hameking registation at the Sc CorA.
Objective # and Description:		Objective 2.4.3 - Create one (1) "SC CMA Human Trafficking Policy and Procedures Manual" for initiative by June 2016,
Colective # and becampion. Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40
Public Benefit/Intended Outcome:		The creation of a Human Trafficking Manual for Policy and Procedure will set forth guidelines that the Commission will follow to
		implement the Human Trafficking Hotline and database Initiative. The intended benefit is that a process will be put in place so that all
		reports will follow the same process.
Agency Programs Associated with Objective		
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services
-		Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives
Responsible Person		
Name:		George Dennis, Lee McElveen and Marcy Hayden
Number of Months Responsible:		12
Position:		Program Coordinators
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205
Department or Division:		Program Coordinators
Department or Division Summary:		The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority
		population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates.
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:		\$21,827
Total Actually Spent:	Agency will provide next year	
PERFORMANCE MEASURES		
Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each		
Performance Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.		
I have cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of		
Performance Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for		
that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the		
performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the		
agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set		
challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next		
to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."		
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of		
this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this		
information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no		
state or federal entity that requires the agency to track this information and the agency selected it.		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to		
assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct		
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resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of		
resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.		
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resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licenses 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		
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 <i>Output Measure</i> - 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.		
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resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations. Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed. Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the		
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 <i>Output Measure</i> - 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. Imput/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority.		
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Objective Number and Descriptio	n	Objective 2.4.3 - Create one (1) "SC CMA Human Trafficking Policy and Procedures Manual" for initiative by June 2016.	
Performance Measure		Create one "SC CMA Human Trafficking Policy and Procedures Manual"	
Type of Measure		Input	
Results			
2013-14 Actual Results (as of 6/30/14		NA	
2014-15 Target Result		NA	
2014-15 Actual Results (as of 6/30/15		NA	
2015-16 Minimum Acceptable Result			
2015-16 Target Result			
Details		the second s	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	1	No	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?		Thomas Smith, Executive Director	hister my further explanation, if needed
Why was this performance measure chosen?		Assist CMA with duties in compliance with Statute	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		NA	
What are the names and titles of the individuals who chose the target value for 2015-16?		Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the		One manual needs to be created to assist the Agency's mandates	
		One manual needs to be created to assist the Agency's manuales	
level at which it was set?			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are		N/A	
being diverted to ensure performance measures more likely to be reached, are reached?			
POTENTIAL NEGATIVE IMPACT			
Instruction: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency no	t		
accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur			
accomptishing this objective. Next R, which to estimat regardle inspace, effect the next path in agency interpath in path in any occar as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes			
it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative			
impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General			
Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter			
three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight			
Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study,			
Most Potential Negative Impact		Without a policies and procedures manual, we would not have an effective initiative to fight human trafficking.	
Level Requires Outside Help		If the agency did not have the expertise to develop the manual, then outside help would be necessary.	
Outside Help to Request		The Human Trafficking Task Force, the SC Attorney General's office and the SC Labor, Licensing, and Regulations agencies	
Level Requires Inform General Assembly		If we could not meet the requirements of this objective, then we would need to notify the General Assembly.	
3 General Assembly Options		We don't foresee that this objective could not be met.	
REVIEWS/AUDITS	Name and Address of the state of the state		
Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred			
during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other			
information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are			
not limited to the number of rows below that have borders around them, please insert as many rows as needed.			
in milled to the number of tows below that have bolders about a binn, prese most as many rows as needed.			
Matter(s) or lssuc(s) Under Review		Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and
	internal policy, etc.)		Date Review Ended (MM/DD/YYYY)
A preliminary inquiry conducted by the Office of the Inspector General to collect information.	Outside report.	The Office of the Inspector General. The Office of the Inspector General is an external entity.	Began: 4/14/2015; Ended: 6/15/2015
	In	n	
PARTNERS			
Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency			
accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of			
projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessar			
to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each	· .	1	1
partners individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of	e		1
		1	
listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can lis		1	
Lexington County High Schools, instead of listing each high school in the county separately.			
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
Human Trafficking Task Force	The Commission works with the Task Force	State entity	-
THE TRADUCT TO	to prevent human trafficking in the State of		1
	South Carolina.		
	Jooun Caronna		

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective listed in the St	rategy, Objectives and Responsibility Chart. It is recomm	nended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency	will then have a blank version to complete
for each separate Objective. The agency needs to provide information in all the cell	s that are highlighted. Please save the information related	to each Objective as a separate tab in the excel document. Label each Tab, "O_" and insert the applicable numbers	s in the blanks (For example "O1 1 1")
NOTE: Call House Staff if the agency has any questions or needs any assistance in	completing the information below.		in the oralities (i or example of the j.
	F		
Strategic Plan Context	and the second se		
# and description of Goal the Objective is helping accomplish:		Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators,	
		public officials and stakeholders to affect change.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 2.4 - Address new SC Human Trafficking legislation at the SC CMA.	
Objective Desired			
Objective # and Description:		Objective 2.4.4 - Amend Human Trafficking Legislation (S. 196) to reflect adequate funding to carry out	
		duties and other amendments by December 2015	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		In order to plan, develop and carry out a Hotline and Database as indicated in our state's Human Trafficking	
		Legislation, the task assigned to CMA must be amended to reflect adequate funding. Also, a centralized	
		database will allow us to provide reports to members of the General Assembly.	
Agency Programs Associated with Objective	nen hooring Million I mender ner site in		
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative,	
		Community Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy	
		Initiatives	
Responsible Person			
Name:		Thomas Smith and Lee McElveen	
Number of Months Responsible:		12	
Position:		Agency Executive Director and Program Coordinator, respectively	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Administrative Services and Program Coordinator	
Department or Division Summary:		Administrative Services provides leadership, support, and direction for the agency. Includes all program	
		activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic	
		Latinos, Native Americans and other ethnic groups; The Commission's Program Coordinators oversee the	
		agency's major program initiatives that serve members of the State's minority population, the agency's	
		customers, and the agency's stakeholders in accordance with its legislative mandates.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$15,044	
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the		
agency can provide this information for <u>each</u> Performance Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency		
did in the accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance		
measure from the drop down box (see Types of Performance Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results,"		
enter the actual value the agency had for that performance measure at the end of that year. Next to		
"Target Results," enter the target value the agency wanted to reach for the performance measure for		
that year. Next to "Minimum acceptable level," enter the minimum level for this performance		
measure that the agency would find acceptable. Including a minimum acceptable level and target		
level will hopefully encourage the agency to continually set challenging targets each year. If the		
agency did not utilize a particular performance measure during certain years, then enter the following		
next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this		
year."		
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell		
next to, "Is agency required to keep track of this by the state or federal government," pick State from		
the drop down menu if an entity in state government requires the agency to track this information,		
Federal if an entity in the federal government requires the agency to track this information,		
Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.		
and the agency selected it.		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's		
actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers		
and in achieving its mission, goals and objectives. They are also used to direct resources to strategies		
with the greatest effect on the most valued outcomes. Outcome measures should be the first priority.		
Example - % of licensees with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time,		
or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity,		
and timeliness of agency operations. Efficiency measures measure the efficient use of available		
resources and should be the second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an agency produces.		
Output measures are used to assess workload and the agency's efforts to address demands. Output		
measures measure workload and efforts and should be the third priority. Example - # of business		
license applications processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a		
service. Inputs are "what we use to do the work." They measure the factors or requests received that		
explain performance (i.e. explanatory). These measures should be the last priority. Example - # of		
license applications received		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.4.4 - Amend Human Trafficking Legislation (S. 196) to reflect adequate funding to carry out	
	duties and other amendments by December 2015	
Performance Measure:	Amend current Human Trafficking statute to include funding	
Type of Measure:	Input	
2013-14 Actual Results (as of 6/30/14):	NA	
2013-14 Actual Results: 2014-15 Target Results:	NA	
2014-15 Actual Results (as of 6/30/15);	NA	
2015-16 Minimum Acceptable Results:	Work with the Governor's Human Trafficking Task Force to admend the legislation to provide funding	
2015-16 Target Results:	Secure budget allocations for the Hot Line.	
Details		

	2		
Does the state or federal government require the agency to track this? (provide any additional		Yes. We will create reports to track incidents reported through use of the Hotline.	Insert any further explanation, if needed
explanation needed, two cells over) What are the names and titles of the individuals who chose this as a performance measure?		minune for the Department of Director	
What are the names and thes of the individuals who chose this as a performance measure? Why was this performance measure chosen?		Thomas Smith, Executive Director NA	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		NA	
reached?		NA	
What are the names and titles of the individuals who chose the target value for 2015-16?		Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16 and why was the		Funding for the Human Trafficking Hotline per statute.	
decision finally made on setting it at the level at which it was set?			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		This is questionable. It depends on budgetary funding.	
If the answer to the question above is "questionable" or "no," what changes are being made to try and		This depends upon budgetary funding from the General Assembly.	
ensure it is reached or what resources are being diverted to ensure performance measures more likely			
to be reached, are reached?			
POTENTIAL NEGATIVE IMPACT			
Instructions: Please list what the agency considers the most potential negative impact to the public			
that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential			
Negative Impact," enter the most potential negative impact to the public that may occur as a result of			
the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level			
at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the			
entities to whom the agency would reach out if the potential negative impact rises to that level. Next			
to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General			
Assembly should be put on notice of the level at which the potential negative impact has risen. Next			
to, "3 General Assembly Options," enter three options for what the General Assembly could do to			
help resolve the issue before it became a crisis. The House Legislative Oversight Committee will			
provide this information to all other House standing committees, but will not address it itself until the			
agency is under study.			
Most Potential Negative Impact		In order to conduct an effective Human Trafficking Program, adequate funding must be allocated. Although	
		the legislation (S.196) was not amended to reflect adequate funding, the Commission requested funding as a	
		part of its FY 16-17 budget request.	
Level Requires Outside Help		If the legislation is to be amended, the help of the General Assembly would be required.	
Outside Help to Request		The SC General Assembly	
Level Requires Inform General Assembly		If we do not receive adequate funding, we need to notify the SC General Assembly. Without adequate funding,	
Lover requires inform General Assembly		we could not carry out the duties as required by legislation (S.196).	
3 General Assembly Options		The General Assembly could create a new bill to provide adequate funding for this objective. The General	
		Assembly could amend the agency budget to add additional funding to mange the program. If the General	
		Assembly does not allocate the funds, they could remove this requirement from the agency.	
(
REVIEWS/AUDITS			
Instructions: Below please list all external or internal reviews, audits, investigations or studies			
("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this			
objective. Please remember to maintain an electronic copy of each Review and any other			
information generated by the entity performing the Review as copies may be requested when the			
agency is under study. NOTE: Responses are not limited to the number of rows below that have			
borders around them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and
	request, internal policy, etc.)	Bany resonanting the restore and ended to restoring bany broader of internal	Date Review Ended (MM/DD/YYYY)
A preliminary inquiry conducted by the Office of the Inspector General to collect information.	Outside report.	The Office of the Inspector General. The Office of the Inspector General is an external entity.	Began: 4/14/2015; Ended: 6/15/2015

PARTNERS	a state of the sta		
Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is			
currently working with that help the agency accomplish this objective. Under the "Ways Agency			
works with Current Partners," enter the ways the agency works with the entity (names of projects,			
initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and			
insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners			
that all fit within a certain group, the agency can list the group instead of each partner individually.			
For example, if the agency works with every middle school in the state, the agency can list SC			
Middle Schools, instead of listing each middle school separately. As another example, if the agency			
works with every high school in Lexington county, the agency can list Lexington County High			
Schools, instead of listing each high school in the county separately.			
÷			
Current Partner Entity	Ways Agency Works with Current	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or	
	Partner	Individual?	
Human Trafficking Task Force	The Commission works with the Task	State entity	
	Force to prevent human trafficking in the		
	State of South Carolina.		
المرجابي والقاعية ومؤلفا ليطعو والمتحال المعادي والمتحال المعارك الك			

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to <u>complete for each Objective</u> listed in the complete for each separate Objective. The agency needs to provide information i example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or n	n all the cells that are highlighted. Please save the inf	ecommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agen formation related to each Objective as a separate tab in the excel document. Label each Tab, "O" and insert the applica low.	cy will then have a blank version to ble numbers in the blanks (For
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach and program initiatives.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 3.1 - Revise agency and program initiatives to address the needs of minority populations (African American, Asian American, Hispanic/Latino, and Native American Indian).	
Objective	역 영국 34 (2.35 전기) - 동 전 가동		
Objective # and Description:		Objective 3.1.1 - Conduct a minimum of one (1) agency-wide strategic planning meeting for new "CMA Agency Strategic Plan" by December 2015.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		Accomplishing this objective will enhance the Commission's ability to serve the State's minority populations more efficiently by revising its statutes and regulations to streamline programs, duties, and functions. Therefore, the needs of the State's minority populations will be better served.	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person			
Name:		Thomas Smith, Lauretha Whaley, Lori Brock, Marcy Hayden, Lee McElveen, George Dennis, Rogie Nelson, Benjamin Washington	
Number of Months Responsible:		12	
Position:		Agency Executive Director, Administrative Manager, Administrative Coordinator, Program Coordinators, Research Program Manager respectively	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Administrative Services, Program Coordinators and Research and Policy Services	
Department or Division Summary:		Administrative Services provides leadership, support, and direction for the agency. Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates. The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$30,849	
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			

 Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective. 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below). 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year." 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the 		
agency to track this information and the agency selected it.		
Types of Performance Measures:	 	
Outcome Measure - A quantifiable indicator of the public and customer benefits from an		
agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct		
resources to strategies with the greatest effect on the most valued outcomes. Outcome measures		
should be the first priority. Example - % of licensees with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of		
time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency,		
productivity, and timeliness of agency operations. Efficiency measures measure the efficient use		
of available resources and should be the second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an agency		
produces. Output measures are used to assess workload and the agency's efforts to address		
demands. Output measures measure workload and efforts and should be the third priority.		l
Example - # of business license applications processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests		1
received that explain performance (i.e. explanatory). These measures should be the last priority.		
Example - # of license applications received		
1		
How the Annexy is Manupine its Desfermance		
How the Agency is Measuring its Performance Objective Number and Description	Objective 3.1.1 - Conduct a minimum of one (1) agency-wide strategic planning meeting for new "CMA	
Objective Number and Description	Agency Strategic Plan" by December 2015.	
Performance Measure:	Conduct a minimum of one (1) agency-wide strategic planning meeting	
Type of Measure:	INPUT	

Results		
2013-14 Actual Results (as of 6/30/14):	n/a	
2014-15 Target Results:	n/a	
2014-15 Actual Results (as of 6/30/15):	n/a	
2015-16 Minimum Acceptable Results:	One strategic planning meeting	
2015-16 Target Results:	Conduct one agency-wide Strategic Planning meeting	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	NO	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Thomas Smith, Executive Director	
Why was this performance measure chosen?	Assist the Commission in fulfilling its statutory duties.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Thomas Smith. Executive Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The agency-wide Strategic Planning meeting will chart the course of the Agency going forward.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	YES	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	
		78
Instructions: Please list what the agency considers the most potential negative impact to the		
<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most		
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<u>Instructions</u> : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)		Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
NA			
PARTNERS			
<i>Instructions</i> : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.			
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
NA			
	1		

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
- 10			
		nended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blan as a separate tab in the excel document. Label each Tab, "O" and insert the applicable numbers in the blanks (For example "O1,1,1").	
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach and program initiatives.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 3,1 - Revise agency and program initiatives to address the needs of minority populations (African American, Asian American, Hispanic/Latino, and Native American Indian).	
Objective	THE REPORT OF THE REPORT OF STREET		
Objective # and Description:		Objective 3.1.2 - Research and identify a minimum of one (1) unique need for each population served by the CMA by December 2015.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		We have identified EDUCATION trends that are unique to all minority populations in the state. We will work with education professionals to devise ways to improve academic performance of all minority students and reduce dropout rates among our minority students.	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person			
Name:		George Dennis, Lee McElveen and Marcy Hayden	
Number of Months Responsible:		12	
Position:		Program Coordinators	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Program Coordinators	
Department or Division Summary:		The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$17,137	
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the			
agency can provide this information for each Performance Measure that applies to this objective.			
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did			
in the accountability report.			
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance			
measure from the drop down box (see Types of Performance Measures explained below).			
3) In the next set of cells enter the actual and target results for each year, Next to "Actual Results,"			
enter the actual value the agency had for that performance measure at the end of that year. Next to			
"Target Results," enter the target value the agency wanted to reach for the performance measure for			
that year. Next to "Minimum acceptable level," enter the minimum level for this performance			
measure that the agency would find acceptable. Including a minimum acceptable level and target			
level will hopefully encourage the agency to continually set challenging targets each year. If the			
agency did not utilize a particular performance measure during certain years, then enter the following			
next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this			
vear."			
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell			
next to, "Is agency required to keep track of this by the state or federal government," pick State from			
the drop down menu if an entity in state government requires the agency to track this information,			
Federal if an entity in the federal government requires the agency to track this information,			
Agency Selected if there is no state or federal entity that requires the agency to track this information			
and the agency selected it,			
Types of Performance Measures:			
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's			
actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers			
and in achieving its mission, goals and objectives. They are also used to direct resources to strategies			
with the greatest effect on the most valued outcomes. Outcome measures should be the first priority.			
Example - % of licensees with no violations.			
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time,			
or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity,			
and timeliness of agency operations. Efficiency measures measure the efficient use of available			
resources and should be the second priority. Example - cost per inspection			
Output Measure - A quantifiable indicator of the number of goods or services an agency produces.			
Output measures are used to assess workload and the agency's efforts to address demands. Output			1
measures measure workload and efforts and should be the third priority. Example - # of business			
license applications processed.			
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a			
service. Inputs are "what we use to do the work." They measure the factors or requests received that			
explain performance (i.e. explanatory). These measures should be the last priority. Example - # of			
license applications received			
	V		
How the Agency is Measuring its Performance Objective Number and Description		Objective 3.1.2 - Research and identify a minimum of one (1) unique need for each population served by the CMA by December	
Objective Number and Description		Objective 3.1.2 - Research and identify a minimum of one (1) unique need for each population served by the CMA by December 2015.	
D		Research and identify a minimum of one (1) unique need for each population served	
Performance Measure: Type of Measure:		Research and identity a minimum of one (1) unique need for each population served	
Results		mpu	
2013-14 Actual Results (as of 6/30/14):	d	NA	
2013-14 Actual Results (as 0105014). 2014-15 Target Results:		NA	
2014-15 Actual Results (as of 6/30/15):		NA	
2014-15 Actual Results (as 0105015). 2015-16 Minimum Acceptable Results:		Plan an Education Summit	
2015-16 Target Results:		Having an Education Summit to bring together poor performing minority school districts to create school improvement strategies	
2015-10 Target Results.			
Details			
Does the state or federal government require the agency to track this? (provide any additional		NO	Insert any further explanation, if needed
explanation needed, two cells over)			
What are the names and titles of the individuals who chose this as a performance measure?		Thomas Smith, Executive Director	

Why was this performance measure chosen?		To meet one of the Agency's mandates in educational opportunities for the minority communities.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		NA	
reached?			
What are the names and titles of the individuals who chose the target value for 2015-16?		Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16 and why was the		It is an Agency mandate to reduce education disparities	
decision finally made on setting it at the level at which it was set?			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		NA	
POTENTIAL NEGATIVE IMPACT			
Instructions: Please list what the agency considers the most potential negative impact to the public			
that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential			
Negative Impact," enter the most potential negative impact to the public that may occur as a result of			
the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level			
at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the			
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to, "3 General Assembly Options," enter three options for what the General Assembly could do to			
help resolve the issue before it became a crisis. The House Legislative Oversight Committee will			
provide this information to all other House standing committees, but will not address it itself until the			
agency is under study.			
Most Potential Negative Impact		This objective has been met.	
Level Requires Outside Help			
Outside Help to Request			
Level Requires Inform General Assembly			
3 General Assembly Options			
	,		
REVIEWS/AUDITS			
Instructions: Below please list all external or internal reviews, audits, investigations or studies			
("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this			
objective. Please remember to maintain an electronic copy of each Review and any other information			
generated by the entity performing the Review as copies may be requested when the agency is under			
study. NOTE: Responses are not limited to the number of rows below that have borders around			
them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended
	request, internit poney, etciy		(MM/DD/YYYY)
NA			
PARTNERS			4

NA	Partner		
Current Partner Entity	Ways Agency Works with Current	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.			

plank version to complete for each separate Objective. The agency needs to provid plicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff rategic Plan Context	le information in all the cells that are	Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still b highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each eeds any assistance in completing the information below.	
scal Year for which information below pertains structions: Below is a template to <u>complete for each Objective</u> listed in the Stra- olank version to complete for each separate Objective. The agency needs to provid plicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff rategic Plan Context	March 30, 2016 2015-16 ategy, Objectives and Responsibility le information in all the cells that are	highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each	
structions: Below is a template to <u>complete for each Objective</u> listed in the Structions: Below is a template to <u>complete for each Objective</u> . The agency needs to provid plicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff	2015-16 ategy, Objectives and Responsibility le information in all the cells that are	highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each	
structions: Below is a template to <u>complete for each Objective</u> listed in the Structions: Below is a template to <u>complete for each Objective</u> . The agency needs to provid plicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff	ategy, Objectives and Responsibility le information in all the cells that are	highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each	
plank version to complete for each separate Objective. The agency needs to provid plicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff rategic Plan Context	le information in all the cells that are	highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each	
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plicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff rategic Plan Context			
rategic Plan Context			
and description of Goal the Objective is helping accomplish:		Goal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach	
		and program initiatives.	
gal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
and description of Strategy the Objective is under:		Strategy 3.1 - Revise agency and program initiatives to address the needs of minority populations (African	
		American, Asian American, Hispanic/Latino, and Native American Indian).	
bjective			
pjective # and Description:		Objective 3.1.3 - Develop one (1) draft "CMA Agency Strategic Plan" internal document by June 2016.	
gal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
blic Benefit/Intended Outcome:		Accomplishing this objective will enhance the Commission's ability to meet the changing needs of the State's	
		minority populations in accordance with the priorities set by the agency's new strategic plan.	
ency Programs Associated with Objective	성상 전 나는 것은 바다 바다 바다 바다 다.		
ogram Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative,	
		Community Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy	
		Initiatives	
sponsible Person			
une:		Thomas Smith, Lauretha Whaley, Lori Brock, Marcy Hayden, Lee McElveen, George Dennis, Rogie Nelson,	
		Benjamin Washington	
umber of Months Responsible:		12	
sition:		Agency Executive Director, Administrative Manager, Administrative Coordinator, Program Coordinators,	
		Research Program Manager respectively	
fice Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
partment or Division:		Administrative Services, Program Coordinators and Research and Policy Services	
partment or Division Summary:		Administrative Services provides leadership, support, and direction for the agency. Program Coordinators	
		oversee the agency's major program initiatives that serve members of the State's minority population, the	
		agency's customers, and the agency's stakeholders in accordance with its legislative mandates. The Research	
		and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency	
	1	seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	
nount Budgeted and Spent To Accomplish Objective			
tal Budgeted for this fiscal year:		\$30,849	
tal Actually Spent:	Agency will provide next year		
CRFORMANCE MEASURES			

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

Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits		
from an agency's actions. Outcome measures are used to assess an agency's		
effectiveness in serving its key customers and in achieving its mission, goals and		
objectives. They are also used to direct resources to strategies with the greatest effect		
on the most valued outcomes. Outcome measures should be the first priority.		
Example - % of licensees with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit		
costs, units of time, or other ratio-based units. Efficiency measures are used to assess		
the cost-efficiency, productivity, and timeliness of agency operations. Efficiency		
measures measure the efficient use of available resources and should be the second		
priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an		
agency produces. Output measures are used to assess workload and the agency's		
efforts to address demands. Output measures measure workload and efforts and		
should be the third priority. Example - # of business license applications processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production		
and delivery of a service. Inputs are "what we use to do the work." They measure		
the factors or requests received that explain performance (i.e. explanatory). These		
measures should be the last priority. Example - # of license applications received		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.1.3 - Develop one (1) draft "CMA Agency Strategic Plan" internal document by June 2016.	
Performance Measure:	Develop one (1) draft "CMA Agency Strategic Plan"	
Type of Measure:	Input	
Results		
2013-14 Actual Results (as of 6/30/14):	NA	
2014-15 Target Results:	NA	
2014-15 Actual Results (as of 6/30/15):	NA	
2015-16 Minimum Acceptable Results:	one draft strategic plan document	
2015-16 Target Results:	one draft strategic plan document	
Details		
Does the state or federal government require the agency to track this? (provide any	NO	Insert any further explanation, if
additional explanation needed, two cells over)		needed
What are the names and titles of the individuals who chose this as a performance	Thomas Smith, Executive Director	
measure?		
Why was this performance measure chosen?	CMA Agency Strategic Plan" document will be used to streamline the Agency's work	
If the target value was not reached in 2014-15, what changes were made to try and	NA	
ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-	Thomas Smith, Executive Director	
16?		
What was considered when determining the level to set the target value in 2015-16	An Agency Strategic Plan document is needed	
and why was the decision finally made on setting it at the level at which it was set?	I I I Bonel analytic Link grander to house	1
and why was the decision many made on setting it at the level at which it was set?		
Based on the performance so far in 2015-16, does it appear the agency is going to	 YES	
reach the target for 2015-16?		

If the answer to the question above is "questionable" or "no," what changes are being		NA	
made to try and ensure it is reached or what resources are being diverted to ensure			
performance measures more likely to be reached, are reached?			
POTENTIAL NEGATIVE IMPACT			
Instructions: Please list what the agency considers the most potential negative	1		
impact to the public that may occur as a result of the agency not accomplishing this			
objective. Next to, "Most Potential Negative Impact," enter the most potential			
negative impact to the public that may occur as a result of the agency not			
accomplishing the objective. Next to, "Level Requires Outside Help," enter the level			
at which the agency believes it needs outside help. Next to, "Outside Help to			
Request," enter the entities to whom the agency would reach out if the potential			
negative impact rises to that level. Next to, "Level Requires Inform General			
Assembly," enter the level at which the agency thinks the General Assembly should			
be put on notice of the level at which the potential negative impact has risen. Next to,			
"3 General Assembly Options," enter three options for what the General Assembly			
could do to help resolve the issue before it became a crisis. The House Legislative			
Oversight Committee will provide this information to all other House standing			
committees, but will not address it itself until the agency is under study.			
Most Potential Negative Impact		We cannot align our program initiatives with the strategic plan until the plan is completed. Therefore, it is	· · · · · · · · · · · · · · · · · · ·
		important that the draft copy of the plan be completed by June 2016 in accordance with this objective.	
Level Requires Outside Help		Outside help will be required to assist the staff and Board with the final agency strategic plan. Consultant will	· · · · · · · · · · · · · · · · · · ·
		guide the work of the staff and Board as they build an effective strategic plan.	
Outside Help to Request		Consultants who specialize in strategic planning.	
Level Requires Inform General Assembly		This objective will not require any action from the General Assembly.	
3 General Assembly Options		This objective will not require any action from the General Assembly.	
REVIEWS/AUDITS		Selection of the second se	
Instructions : Below please list all external or internal reviews, audits, investigations			
or studies ("Reviews") of the agency which occurred during the past fiscal year that			
relates/impacts this objective. Please remember to maintain an electronic copy of			
each Review and any other information generated by the entity performing the			
Review as copies may be requested when the agency is under study. NOTE:			
Responses are not limited to the number of rows below that have borders around			
them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began
	(outside request, internal policy,		(MM/DD/YYYY) and Date
	etc.)		Review Ended (MM/DD/YYYY)
A preliminary inquiry conducted by the Office of the Inspector General to collect	Outside report.	The Office of the Inspector General. The Office of the Inspector General is an external entity.	Began: 4/14/2015; Ended:
information.			6/15/2015

PARTNERS	the second s		
<i>Instructions</i> : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.			
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
Strategic Plan consultant(s)	Will work with consultant on an as need basis to formulate a strategic plan.	Individual	

Agency Responding	SC Commission for Minority Affair	3	
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective listed in the Strat	egy, Objectives and Responsibility Chart. It is reco	ommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then h	have a blank version to comple
for each separate Objective. The agency needs to provide information in all the cells t	hat are highlighted. Please save the information rel	lated to each Objective as a separate tab in the excel document. Label each Tab, "O_" and insert the applicable numbers in the bla	inks (For example "O1.1.1").
NOTE: Call House Staff if the agency has any questions or needs any assistance in co			
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach and program	
		initiatives.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 3.1 - Revise agency and program initiatives to address the needs of minority populations (African American,	
		Asian American, Hispanic/Latino, and Native American Indian).	
Objective			
Objective # and Description:		Objective 3.1.4 - Within 30 days of plan completion, CMA will begin to align program initiatives with agency strategic	
		plan.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		Accomplishing this objective will enhance the Commission's ability to meet the changing needs of the State's minority	
		populations in accordance with the priorities set by the agency's new strategic plan.	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community	
		Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person			
Name:		Thomas Smith, Lauretha Whaley, Lori Brock, Marcy Hayden, Lee McElveen, George Dennis, Rogie Nelson, Benjamin	
		Washington	
Number of Months Responsible:		12	
Position:		Agency Executive Director, Administrative Manager, Administrative Coordinator, Program Coordinators, Research	
		Program Manager respectively	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Administrative Services, Program Coordinators and Research and Policy Services	
Department or Division Summary:		Administrative Services provides leadership, support, and direction for the agency. Program Coordinators oversee the	
		agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the	
	0	agency's stakeholders in accordance with its legislative mandates. The Research and Policy Services initiative	
		disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of	
		socioeconomic poverty and deprivation in South Carolina.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$30,849	
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the		
agency can provide this information for <u>each</u> Performance Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency		
did in the accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance		
measure from the drop down box (see Types of Performance Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results,"		
enter the actual value the agency had for that performance measure at the end of that year. Next to		
"Target Results," enter the target value the agency wanted to reach for the performance measure for		
that year. Next to "Minimum acceptable level," enter the minimum level for this performance		
measure that the agency would find acceptable. Including a minimum acceptable level and target		
level will hopefully encourage the agency to continually set challenging targets each year. If the		
agency did not utilize a particular performance measure during certain years, then enter the		
following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM		
during this year."		
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell		
next to, "Is agency required to keep track of this by the state or federal government," pick State from		
the drop down menu if an entity in state government requires the agency to track this information,		
Federal if an entity in the federal government requires the agency to track this information,		
Agency Selected if there is no state or federal entity that requires the agency to track this information		
and the agency selected it.		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's		
actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers		
and in achieving its mission, goals and objectives. They are also used to direct resources to		
strategies with the greatest effect on the most valued outcomes. Outcome measures should be the		
first priority. Example - % of licensees with no violations.		
<i>Efficiency Measure</i> - 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.		1
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.		
<i>Input/Explanatory/Activity Measure</i> - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that		
explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.1.4 - Within 30 days of plan completion, CMA will begin to align program initiatives with agency strategic	
	plan.	
Performance Measure:	CMA will begin to align program initiatives with agency strategic plan	
Type of Measure;	Input	
Results		
2013-14 Actual Results (as of 6/30/14):	NA	
2014-15 Target Results:	NA	
2014-15 Actual Results (as of 6/30/15):	NA	
2015-16 Minimum Acceptable Results:	Begin implementation of the plan.	
2015-16 Minimum Acceptable Results: 2015-16 Target Results:	Begin implementation of the plan. Complete implementation of the CMA plan	

Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)		NA	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?		Thomas Smith, Executive Director	needed
What are the names and thes of the individuals who chose this as a performance measure? Why was this performance measure chosen?		Guide to implelment the plan	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		NA	
reached?			
What are the names and titles of the individuals who chose the target value for 2015-16?		Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16 and why was the		Considered the implementation of CMA Strategic plan	
decision finally made on setting it at the level at which it was set?			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try		NA	
and ensure it is reached or what resources are being diverted to ensure performance measures more			
likely to be reached, are reached?			
POTENTIAL NEGATIVE IMPACT			
Instructions: Please list what the agency considers the most potential negative impact to the public			1
that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential	4		
Negative Impact," enter the most potential negative impact to the public that may occur as a result of			
the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level			
at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the			
entities to whom the agency would reach out if the potential negative impact rises to that level. Nex	t		
to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the			1
General Assembly should be put on notice of the level at which the potential negative impact has			
risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly			
could do to help resolve the issue before it became a crisis. The House Legislative Oversight			
Committee will provide this information to all other House standing committees, but will not			
address it itself until the agency is under study.			
Most Potential Negative Impact		If we don't follow through with this objective, our agency initiatives won't be aligned with the strategic plan.	
Level Requires Outside Help		We will not require outside help to satisfy this objective.	
Outside Help to Request		We will not require outside help to satisfy this objective.	
Level Requires Inform General Assembly		We do not foresee any situation where we will need to inform the SC General Assembly.	
3 General Assembly Options		We do not foresee any situation where we will need to inform the SC General Assembly.	
REVIEWS/AUDITS	Contraction, Marriel Marriel Contraction		
<i>Instructions</i> : Below please list all external or internal reviews, audits, investigations or studies			1
("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this			
objective. Please remember to maintain an electronic copy of each Review and any other			1
information generated by the entity performing the Review as copies may be requested when the			1
agency is under study. NOTE: Responses are not limited to the number of rows below that have			1
borders around them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date
			Review Ended (MM/DD/YYYY
A preliminary inquiry conducted by the Office of the Inspector General to collect information.	Outside report.	The Office of the Inspector General. The Office of the Inspector General is an external entity,	Began: 4/14/2015; Ended: 6/15/2015
PARTNERS			

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
		data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate	
to provide information in all the cells that are highlighted. Please save the information relate	to each Objective as a separate tab in the excel document. Label each Tab, "O" and	nsert the applicable numbers in the blanks (For example "OI.1.1"). NOTE: Call House Staff if the agency has any questions or needs a	ny assistance in completing
the information below.			

Strategic Plan Context		Statements of the second s
# and description of Goal the Objective is helping accomplish:	Goal 3 - Address the needs of minority populations through technical assistance, ca	apacity building, outreach and program initiatives.
		,,
Legal responsibilities satisfied by Goal:	Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:	Strategy 3.2 - Determine and approve new technical assistance, information and re	ferral and outreach process and/or policy.
Objective		
Objective # and Description:	Objective 3,2,1 - Develop one (1) CMA technical assistance, outreach, capacity bu	ilding and information/referral processes internal
	document and up to three (3) forms by October 2015.	
Legal responsibilities satisfied by Objective:	Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:	The forms along with the internal document will enable the CMA staff to better pro	vide improved services to the populations that it
	serves.	
Agency Programs Associated with Objective		
Program Names:	African American Affairs Initiative, Native American Affairs Initiative, Hispanic/L	
	Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initia	itives
Responsible Person		
Name:	Marcy Hayden, Lee McElveen, George Dennis, Rogie Nelson, Benjamin Washingto	m
Number of Months Responsible:		
Position:	Program Coordinators and Research Program Manager, respectively	
Office Address:	2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:	Program Coordinators and Research and Policy Services The Commission's Program Coordinators oversee the agency's major program initi	atives that some members of the State's minarity
Department or Division Summary:	population, the agency's customers, and the agency's stakeholders in accordance w	
	Policy Services initiative disseminates statistical data to state and local leaders and	
	and effects of socioeconomic poverty and deprivation in South Carolina.	citizens as the agency seeks to address the causes
Amount Budgeted and Spent To Accomplish Objective	and effects of socioeconomic poverty and deprivation of Souri Carolina.	
Total Budgeted for this fiscal year:	\$21,003	
Total Actually Spent:	Agency will provide next year	
PERFORMANCE MEASURES		
Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can		
provide this information for each Performance Measure that applies to this objective.		
provide and internation for each renormalize measure that applies to and objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.		
 In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the 		
 In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from th drop down box (see Types of Performance Measures explained below). 		
 In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below). In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the 		
 In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below). In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual use the agency had for that performance measure at the end of that year. Next to "Target Results," enter 		
 In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from th drop down box (see Types of Performance Measures explained below). In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum 		
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 In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below). In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set 		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below). 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target result will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below). 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM		
 In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below). In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the accual value the agency had for that performance measure at the end of that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year." 		
 In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from th drop down box (see Types of Performance Measures explained below). In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year." In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is 		
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Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
NA			
PARTNERS			
Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in the county separately.			
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
NA			
		I	

Agency Responding	SC Commission for Minority Affair	3		
Date of Submission	March 30, 2016			
Fiscal Year for which information below pertains	2015-16			
		commended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then h		
complete for each separate Objective. The agency needs to provide information in	n all the cells that are highlighted. Please save the inf	ormation related to each Objective as a separate tab in the excel document. Label each Tab, "O_" and insert the applicable numbers	in the blanks (For example	
"O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any	assistance in completing the information below.			
Strategic Plan Context				
# and description of Goal the Objective is helping accomplish:		Carl 2. Address the mode of minimum plating the sector in the intervent of the building of the design of the sector of the secto		
		Goal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach and program initiatives.		
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40		
# and description of Strategy the Objective is under:		Strategy 3.2 - Determine and approve new technical assistance, information and referral and outreach process and/or policy.		
Objective				
Objective # and Description:		Objective 3.2.2 - Train a minimum of eight (8) staff members on processes to ensure timely response rates by November 2015.		
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40		
Public Benefit/Intended Outcome:		Accomplishing this objective will enhance the Commission's ability to meet the needs of its customers and stakeholders in a timely fashion.		
Agency Programs Associated with Objective				
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives		
Responsible Person				
Name:		Thomas Smith		
Number of Months Responsible:		12		
Position:		Agency Executive Director		
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205		
Department or Division:		Administrative Services		
Department or Division Summary:		Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other		
Amount Budgeted and Spent To Accomplish Objective		ethnic groups.		
Total Budgeted for this fiscal year:		\$26,539		
Total Actually Spent:	Agency will provide next year	#40,007		
	Ingency will provide next year			
PERFORMANCE MEASURES				

Instructions : Please copy and paste the chart and questions below as many times as needed so						
the agency can provide this information for each Performance Measure that applies to this				1		
objective.						
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency						
did in the accountability report.						
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance		1				
measure from the drop down box (see Types of Performance Measures explained below).						
3) In the next set of cells enter the actual and target results for each year. Next to "Actual						
Results," enter the actual value the agency had for that performance measure at the end of that						
year. Next to "Target Results," enter the target value the agency wanted to reach for the						
performance measure for that year. Next to "Minimum acceptable level," enter the minimum						
level for this performance measure that the agency would find acceptable. Including a minimum						
acceptable level and target level will hopefully encourage the agency to continually set						
challenging targets each year. If the agency did not utilize a particular performance measure						
during certain years, then enter the following next to the applicable "Actual Results" and "Target						
Results," - "Agency did not use PM during this year."						
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell						
next to, "Is agency required to keep track of this by the state or federal government," pick State						
from the drop down menu if an entity in state government requires the agency to track this						
information, Federal if an entity in the federal government requires the agency to track this						
information, or Only Agency Selected if there is no state or federal entity that requires the agency						
to track this information and the agency selected it.						
Types of Performance Measures:						
Outcome Measure - A quantifiable indicator of the public and customer benefits from an						
agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its						
key customers and in achieving its mission, goals and objectives. They are also used to direct						
resources to strategies with the greatest effect on the most valued outcomes. Outcome measures						
should be the first priority. Example - % of licensees with no violations.						
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of						
time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency,						
productivity, and timeliness of agency operations. Efficiency measures measure the efficient use						
of available resources and should be the second priority. Example - cost per inspection						
Output Measure - A quantifiable indicator of the number of goods or services an agency						
produces. Output measures are used to assess workload and the agency's efforts to address						
demands. Output measures measure workload and efforts and should be the third priority.						
Example - # of business license applications processed						
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery						
of a service. Inputs are "what we use to do the work." They measure the factors or requests						
received that explain performance (i.e. explanatory). These measures should be the last priority.					1	
Example - # of license applications received						
Example - # of needse applications received						
How the Agency is Measuring its Performance						
Objective Number and Description	Objective 3.2.2 - Train a minimum of eight (8) staff members on processes to ensure timely response rates by November		L			
	2015.					
Performance Measure:	 Train eight (8) staff members					
Type of Measure:	Input Measure					
Results						
2013-14 Actual Results (as of 6/30/14):	N/A					
2014-15 Target Results:	 N/A					
2014-15 Actual Results (as of 6/30/15):	N/A			· · · · · ·	1	
2015-16 Minimum Acceptable Results:	8					
2015-16 Target Results:	8					
Details						
Does the state or federal government require the agency to track this? (provide any additional	No	Insert any further				
explanation needed, two cells over)		explanation, if needed				
What are the names and titles of the individuals who chose this as a performance measure?	Thomas Smith, Executive Director	A CONTRACT OF A				
Why was this performance measure chosen?	Increase organization capacity					
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	N/A					
reached?		I				

			1			r	
What are the names and titles of the individuals who chose the target value for 2015-16?		Thomas Smith, Executive Director					
What was considered when determining the level to set the target value in 2015-16 and why was		Increase organizational capacity; eight (8) staff members to be trained.			1		
the decision finally made on setting it at the level at which it was set?							
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target		Yes		1 C			
for 2015-16?							
If the answer to the question above is "questionable" or "no," what changes are being made to try		N/A					
		1V/A					
and ensure it is reached or what resources are being diverted to ensure performance measures							
more likely to be reached, are reached?							
						L	
POTENTIAL NEGATIVE IMPACT							
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public that may occur as a result of the agency not accomplishing this objective. Next to, "Most							
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committees, but will not address it itself until the agency is under study.			1				
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Most Potential Negative Impact		This objective has been met.			· · · · · · · · · · · · · · · · · · ·		
		This offeetive has been met.					
Level Requires Outside Help							
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 \mathcal{N}

Current Partner Entity	Ways Agency Works with Current	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?			
	Partner				'
NA			1		
			1	 1	

Agency Responding	SC Commission for Minority		
Agency Responding	Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
<i>Instructions:</i> Below is a template to <u>complete for each Objective</u> listed in the Strategy, Objectives and Re a blank version to complete for each separate Objective. The agency needs to provide information in all the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any que	cells that are highlighted. Please save the	e information related to each Objective as a separate tab in the excel document. Label each Tab, "O_" a	
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:			
		Goal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach and program initiatives.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 3.3 - Implementation of capacity building, outreach and micro-business assistance initiatives and training.	
Objective			
Objective # and Description:		Objective 3,3,1 - Develop one (1) "CMA Agency Training Index" that contains trainings provided internally and externally in the areas of capacity building, micro-business, outreach, minority-	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		This would allow agency's staff to index or catalog all training and training materials provided and obtained by staff that would be relevant to the goals and objectives of the Commission.	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person	Such States		
Name:		Marcy Hayden, Lee McElveen, George Dennis, Rogie Nelson and Benjamin Washington	
Number of Months Responsible:		12	
Position:		All Program Coordinators, except Mr. Washington, who is the agency Research Program Manager	
Office Address:		2221 Devine Street, Columbia, SC 29205	
Department or Division:		Program Coordinators and Research and Policy Services	
Department or Division Summary:		The Commission's Program Coordinators overse the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates; The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$25,378	
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			

With a sum the manual data of the individual of the state		There or the Director	1
What are the names and titles of the individuals who chose this as a performance measure?		Thomas Smith, Executive Director	
Why was this performance measure chosen?		Increase organization capacity	-
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?		Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision		Increase organizational capacity.	
finally made on setting it at the level at which it was set?			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is		N/A	
reached or what resources are being diverted to ensure performance measures more likely to be reached, are			
reached?			
POTENTIAL NEGATIVE IMPACT		de et son de finit de en de la calendaria de la constituent de la finita de la constituent de la finita de la c	
Instructions: Please list what the agency considers the most potential negative impact to the public that may occur			
as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the			
most potential negative impact to the public that may occur as a result of the agency not accomplishing the			
objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside			
help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential			
negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which			
the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact			
has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to			
help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this			
information to all other House standing committees, but will not address it itself until the agency is under study.			
	l		
Most Potential Negative Impact		The most potential negative impact of not producing this training index would be that the CMA	
		staff would not have document listing the current trainings provided by and for staff. This would	
		affect our ability to offer trainings and technical assistance on a minimal level.	1
Level Requires Outside Help		This objective should require no outside assistance.	
Outside Help to Request		This objective should require no outside assistance.	
Level Requires Inform General Assembly		The General Assembly will not need to be informed.	
3 General Assembly Options		The General Assembly will not need to be informed.	
REVIEWS/AUDITS			
Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the			
agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain			
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rows below that have borders around them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began
	(outside request, internal policy,		(MM/DD/YYYY)
	etc.)		and Date Review
	,		Ended
			(MM/DD/YYYY)
			D 4/14/0017
A preliminary inquiry conducted by the Office of the Inspector General to collect information.	Outside request.	Office of the Inspector General. The Office of the Inspector General is an external entity.	Began: 4/14/2015;
			Ended: 6/15/2015
PARTNERS			

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working			
with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter	2		
the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish			
this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note,			
if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each			
partner individually. For example, if the agency works with every middle school in the state, the agency can list			
SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works			
Current Partner Entity	Ways Agency Works with	Is the Partner a State/Local Government Entity; College, University; or Other Business,	
	Current Partner	Association, or Individual?	
NA			

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective listed in the Strategy, of separate Objective. The agency needs to provide information in all the cells that are highlig House Staff if the agency has any questions or needs any assistance in completing the information of the informa	shted. Please save the information related to ea	mmended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a bla the Objective as a separate tab in the excel document. Label each Tab, "O" and insert the applicable numbers in the blanks (For example	nk version to complete for each : "O1.1.1"). NOTE: Call
Strategic Plan Context	COLUMN DESCRIPTION OF STREET, STRE		
# and description of Goal the Objective is helping accomplish:		Goal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach and program initiatives.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 3.3 - Implementation of capacity building, outreach and micro-business assistance initiatives and training.	
Objective			·
Objective # and Description:		Objective 3.3.2 - Establish a minimum of five (5) partnerships and collaboration through MOUs, grant agreements, committees, task forces and Board service to provide micro-business, capacity building, outreach and program services by June 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		This would allow the Commission to accomplish its mission of being a "catalyst" for economic prosperity among minority populations in SC.	
Agency Programs Associated with Objective	I State of the second		
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person			
Name:		Marcy Hayden, Lee McElveen, George Dennis, Rogie Nelson and Benjamin Washington	
Number of Months Responsible:		12	
Position:		All Program Coordinators, except Mr. Washington, who is the agency Research Program Manager	
Office Address:		2221 Devine Street, Columbia, SC 29205	
Department or Division:		Program Coordinators and Research and Policy Services	
Department or Division Summary:		The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates; The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$112,564	
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the		
agency can provide this information for each Performance Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency		
did in the accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance		
measure from the drop down box (see Types of Performance Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to "Actual		
Results," enter the actual value the agency had for that performance measure at the end of that		
year. Next to "Target Results," enter the target value the agency wanted to reach for the		
performance measure for that year. Next to "Minimum acceptable level," enter the minimum		
level for this performance measure that the agency would find acceptable. Including a minimum		
acceptable level and target level will hopefully encourage the agency to continually set		
challenging targets each year. If the agency did not utilize a particular performance measure		
during certain years, then enter the following next to the applicable "Actual Results" and "Target		
Results," - "Agency did not use PM during this year."		
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell		1
next to, "Is agency required to keep track of this by the state or federal government," pick State		
from the drop down menu if an entity in state government requires the agency to track this		
information, Federal if an entity in the federal government requires the agency to track this		
information, or Only Agency Selected if there is no state or federal entity that requires the agency		
to track this information and the agency selected it.		
to wash the interior and the agency service it.		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from an		
agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key		
customers and in achieving its mission, goals and objectives. They are also used to direct		
resources to strategies with the greatest effect on the most valued outcomes. Outcome measures		
should be the first priority. Example - % of licensees with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of		
time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency,		
productivity, and timeliness of agency operations. Efficiency measures measure the efficient use		
of available resources and should be the second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an agency		
produces. Output measures are used to assess workload and the agency's efforts to address		
demands. Output measures measure workload and efforts and should be the third priority.		
Example - # of business license applications processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery		
of a service. Inputs are "what we use to do the work." They measure the factors or requests		
received that explain performance (i.e. explanatory). These measures should be the last priority.		
Example - # of license applications received		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.3.2 - Establish a minimum of five (5) partnerships and collaboration through MOUs, grant agreements, committees, task	
	forces and Board service to provide micro-business, capacity building, outreach and program services by June 2016.	
Performance Measure:	Establish a minimum of five (5) partnerships and collaboration through MOUs, grant agreements, committees, task forces and Board	
	service to provide micro-business, capacity building, outreach and program services by June 2016	
Type of Measure:	Input measure	
Results		
2013-14 Actual Results (as of 6/30/14):	NA	
2014-15 Target Results:	NA	
2014-15 Actual Results (as of 6/30/15):	NA	
2015-16 Minimum Acceptable Results:	Establish a minimum of five (5) partnerships and collaboration through MOUs, grant agreements, committees, task forces and Board	
	service to provide micro-business, capacity building, outreach and program services by June 2016	

2015-16 Target Results:		Establish a minimum of five (5) partnerships and collaboration through MOUs, grant agreements, committees, task forces and Board service to provide micro-business, capacity building, outreach and program services by June 2016,	
Details		so rec to provide intero-business, capacity building, buildach and program services by June 2010,	
Does the state or federal government require the agency to track this? (provide any additional		No	Insert any further explanation
explanation needed, two cells over)			if needed
What are the names and titles of the individuals who chose this as a performance measure?		Thomas Smith, Executive Director	
Why was this performance measure chosen?		Increase partnerships and collaboration to alleviate poverty.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		N/A	
reached?			
What are the names and titles of the individuals who chose the target value for 2015-16? What was considered when determining the level to set the target value in 2015-16 and why was		Thomas Smith, Executive Director	
the decision finally made on setting it at the level at which it was set?		Increase organizational capacity of CMA staff members to reach the targeted population	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target		Yes	
for 2015-16?		105	
If the answer to the question above is "questionable" or "no," what changes are being made to try		N/A	
and ensure it is reached or what resources are being diverted to ensure performance measures			
more likely to be reached, are reached?			
POTENTIAL NEGATIVE IMPACT			
Instructions: Please list what the agency considers the most potential negative impact to the			
public that may occur as a result of the agency not accomplishing this objective. Next to, "Most			
Potential Negative Impact," enter the most potential negative impact to the public that may occur			
as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside			
Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help			1
to Request," enter the entities to whom the agency would reach out if the potential negative			
impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at			
which the agency thinks the General Assembly should be put on notice of the level at which the			
potential negative impact has risen. Next to, "3 General Assembly Options," enter three options			
for what the General Assembly could do to help resolve the issue before it became a crisis. The			
House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.			
committees, our with not address it fiself until the agency is under study.			
Most Potential Negative Impact		If we don't accomplish this objective, we will have fewer venues to conduct training, conferences, capacity building, technical	
		assistance, etc. Therefore, the agency's outreach and program services will be negatively impacted.	
Level Requires Outside Help		We do not require help to accomplish this objective.	
Outside Help to Request		We do not require help to accomplish this objective.	
Level Requires Inform General Assembly		We do not anticipate the need to inform the General Assembly.	
3 General Assembly Options		We do not anticipate the need to inform the General Assembly.	
REVIEWS/AUDITS			
<i>Instructions</i> : Below please list all external or internal reviews, audits, investigations or studies			
("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this			
objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the			
agency is under study. NOTE: Responses are not limited to the number of rows below that have			
borders around them, please insert as many rows as needed.		1	
oorders around ment, please miser as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began
	request, internal policy, etc.)		(MM/DD/YYYY) and Date
		1	Review Ended
			(MM/DD/YYYY)
NA			

NA			
-	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
<i>Instructions</i> : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.			125.

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
featurations. Balancia a template to an indicate a District Provide the Provide at			
<u>Insuractions</u> : Below is a template to <u>complete for each Objective</u> listed in the Str	rategy, Objectives and Responsibility Chart. It is recommer	ded that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to com	nplete for each separate
Objective. The agency needs to provide information in all the cells that are highlight	ted. Please save the information related to each Objective as	a separate tab in the excel document. Label each Tab, "O_" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call H	House Staff if the agency h
any questions or needs any assistance in completing the information below.			
	the second s		
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 4 - Secure adequate funding through the state budget and other sources to support work to eliminate the contributing factors causing poverty in South Carolina's minority communities.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 4.1 - Increase state funding to the SC Commission for Minority Affairs to a minimum of one dollar (\$1) per minority person in South Carolina to help fulfill our mission.	
Objective			
Objective # and Description:		Objective 4.1.1 - Research at a minimum one (1) source of Education Lottery funds and gain support to use those funds for CMA initiatives for the 2017-2018 fiscal year by January 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws. Title 1. Chapter 31. Section 1-31-40	
Public Benefit/Intended Outcome:		The purpose of this is to increase funding through the budget process to further the Commission's programs to end socioeconomic deprivation and to assist with researching links between education and poverty.	
Agency Programs Associated with Objective	the strategy of the second strategy of the		
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services Initiative, Small and Minority Business Affairs Initiative. Research and Policy Initiatives	
Responsible Person			
Name:		Benjamin Washington and George Dennis	
Number of Months Responsible:		12	
Position: Office Address:		Research Program Manager and Program Coordinator, respectively	
Office Address: Department or Division:		2221 Devine Street, Suite 408, Columbia, SC 29205	
		Research and Policy Services and Program Coordinator	
Department or Division Summary:		The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina; The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$14,107	
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			

Instructions : Please copy and paste the chart and questions below as many times as needed so the			
agency can provide this information for each Performance Measure that applies to this objective.			
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in			
the accountability report.			
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance			
measure from the drop down box (see Types of Performance Measures explained below).			
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results,"			
enter the actual value the agency had for that performance measure at the end of that year. Next to			
"Target Results," enter the target value the agency wanted to reach for the performance measure for that			
year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that			
the agency would find acceptable. Including a minimum acceptable level and target level will hopefully			
encourage the agency to continually set challenging targets each year. If the agency did not utilize a			
particular performance measure during certain years, then enter the following next to the applicable			
"Actual Results" and "Target Results," - "Agency did not use PM during this year."			
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next			
to, "Is agency required to keep track of this by the state or federal government," pick State from the			
drop down menu if an entity in state government requires the agency to track this information, Federal if			
an entity in the federal government requires the agency to track this information, or Only Agency			
Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.			
agency serviced II.			
Types of Performance Measures:			
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's			
actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers			
and in achieving its mission, goals and objectives. They are also used to direct resources to strategies			
with the greatest effect on the most valued outcomes. Outcome measures should be the first priority.			
Example - % of licensees with no violations.			
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or			
other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and			
timeliness of agency operations. Efficiency measures measure the efficient use of available resources			
and should be the second priority. Example - cost per inspection			
Output Measure - A quantifiable indicator of the number of goods or services an agency produces.			
Output measures are used to assess workload and the agency's efforts to address demands. Output			
measures measure workload and efforts and should be the third priority. Example - # of business			
license applications processed.			
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a			
service. Inputs are "what we use to do the work." They measure the factors or requests received that			
explain performance (i.e. explanatory). These measures should be the last priority. Example - # of			
license applications received			
How the Agency is Measuring its Performance	A DECEMBER OF STREET		
Objective Number and Description		Objective 4.1.1 - Research at a minimum one (1) source of Education Lottery funds and gain support to use those funds for CMA initiatives	
		for the 2017-2018 fiscal year by January 2016.	
Performance Measure:		Research a minimum one(1) source of Education Lottery funds to use those funds for CMA initiatives for the 2017-2018 fiscal year by	
		January 2016.	
Type of Measure:		Input measure	
2013-14 Actual Results (as of 6/30/14);		0	

2014-15 Target Results:			r
		0	· · · · · · · · · · · · · · · · · · ·
2014-15 Actual Results (as of 6/30/15):			
2015-16 Minimum Acceptable Results:			
2015-16 Target Results: Details	*	1	·
		Y	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)		No	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?		Thomas Smith, Executive Director	· · · · · · · · · · · · · · · · · · ·
Why was this performance measure chosen?		Increase funding to increase capacity; statute requires the Commission to seek funds.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?		Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Current budget funding levels and agency's desire to increase capacity to fullfil its mission; statute requires the Commission to seek funds.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		N/A	
POTENTIAL NEGATIVE IMPACT			
Instructions: Please list what the agency considers the most potential negative impact to the public that			
may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be			
put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.			
Most Potential Negative Impact		If we don't accomplish this objective, we will have fewer dollars to fund CMA initiatives during the 2017-2018 fiscal year.	
Level Requires Outside Help		We will only need outside help if we don't have the expertise to conduct the research to apply for funds from the Education Lottery.	
Outside Help to Request		We do not anticipate that we will require outside help to accomplish this objective.	
Level Requires Inform General Assembly		Because this is not a statutory requirement, informing the General Assembly would not be required.	
3 General Assembly Options		Because this is not a statutory requirement, informing the General Assembly would not be required.	
REVIEWS/AUDITS			
Instructions: Below please list all external or internal reviews, audits, investigations or studies			
("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective.			
Please remember to maintain an electronic copy of each Review and any other information generated by			
the entity performing the Review as copies may be requested when the agency is under study. NOTE:			
Responses are not limited to the number of rows below that have borders around them, please insert as			
many rows as needed.			
1. any 1045 ao 100000.			

	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
NA			
PARTNERS	The second s		
Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.			
	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
	Approval of the budget request for funding	State government	
	We will work with them to secure adequate funding	State government	

Legal responsibilities satisfied by Goal: poverty in South Carolina's minority communities. Legal responsibilities satisfied by Goal: Code of Laws, Title 1, Chapter 31, Section 1-31-40 # and description of Strategy the Objective is under: Strategy 1.1 - Increase state funding to the SC Com South Carolina to help fulfill our mission. Objective Objective 4 and Description: Objective 4.1.2 - Provide data and supporting inform present to budget analysts and legislators as needed Legal responsibilities satisfied by Objective: Code of Laws, Title 1, Chapter 31, Section 1-31-40 Public Benefit/Intended Outcome: Informing legislators as needed Program Names: Agency Programs Associated with Objective Responsibile Person African American Affairs Initiative, Native American Initiative, Small and Minority Business Affairs Initiative, Mater Name: Thomas Smith and Lauretha Whaley Number of Months Responsible: Position: Agency Executive Director and Administrative Man Office Address: 221 Devine Street, Suite 408, Columbia, SC 2920: Department or Division: Department or Division: Administrative Services, Research, Affains Instr	
Instructions: Below is a template to complete for each Objective listed in the Strategy. Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this to separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Lat Staff if the agency has any questions or needs any assistance in completing the information below. Strategit Plan Context Goal 4 - Secure adequate funding through the state I document. # and description of Goal the Objective is helping accomplish: Code of Laws, Title 1, Chapter 31, Section 1-31-40 # and description of Strategy the Objective is under: Strategy 1 - Increase state funding through the state I objective is under: Objective Objective failed by Goal: Code of Laws, Title 1, Chapter 31, Section 1-31-40 Objective Objective failed by Objective: Strategy 4.1 - Increase state funding to the SC Com South Carolina's minority communities. Objective Objective Objective failed uses state funding to the SC Com South Carolina's minority control in form present to budget analysts and legislators as needed Public Benefit/Intended Outcome: Projective failed uses state failed uses in	
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Strategic Plan Context Goal 4 - Secure adequate funding through the state t # and description of Goal the Objective is helping accomplish: poverty in South Carolina's minority communities. Legal responsibilities satisfied by Goal: Code of Laws, Title 1, Chapter 31, Section 1-31-40 Strategy 4, 1 - Increase state funding the SC Com South Carolina's minority communities. Strategy 4, 1 - Increase state funding to the SC Com South Carolina to help fulfill our mission. Objective Strategy 4, 1 - Increase state funding to the SC Com South Carolina to help fulfill our mission. Objective Objective 4, 1.2 - Provide data and supporting inform present to budget analysts and legislators as needed Legal responsibilities satisfied by Objective: Public Benefit/Intended Outcome: Code of Laws, Title 1, Chapter 31, Section 1-31-40 Agency Programs Associated with Objective Program Names: Program Names: African American Affairs Initiative, Native America Initiative, Small and Minority Business Affairs Initiative, Small and Minority Business Affairs Initiative, Maney America Initiative, Small and Minority Business Affairs Initiative Maney Name: Name: Thomas Smith and Lauretha Whaley Name: Agency Executive Director and Administrative Maney Dipartment or Division: Department or Division: Administrative Services provides leadership, suppor Barinest, Community Based Services, Research, Af Amount Budgeted and Spent To Accomplish Ob	
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Legal responsibilities satisfied by Objective: present to budget analysts and legislators as needed Legal responsibilities satisfied by Objective: Code of Laws, Title 1, Chapter 31, Section 1-31-40 Public Benefit/Intended Outcome: Informing legislators and budget analysts of the curr they can make informed decisions on matters impace Agency Programs Associated with Objective African American Affairs Initiative, Native America Initiative, Small and Minority Business Affairs Initiative, Small and Lauretha Whaley Name: Thomas Smith and Lauretha Whaley Number of Months Responsible: 12 Position: Agency Executive Director and Administrative Man Office Address: Code of Laws, Title 4, Soft 408, Columbia, SC 2920: Department or Division: Administrative Services provides leadership, suppor Business, Community Based Services, Research, Aff Services, Research, Aff Amount Budgeted and Spent To Accomplish Objective \$19,125	
Legal responsibilities satisfied by Objective: Code of Laws, Title 1, Chapter 31, Section 1-31-40 Public Benefit/Intended Outcome: Informing legislators and budget analysts of the curr they can make informed decisions on matters impace Agency Programs Associated with Objective African American Affairs Initiative, Native America Initiative, Small and Minority Business Affairs Initiative, Small and Minority Business Affairs Initiative America Position: Number of Months Responsible: 12 Position: Agency Executive Director and Administrative Man Querter of Division Summary: Department or Division Summary: Administrative Services Business, Community Based Services, Research, Aff Business, Community Based Services, Research, Aff Amount Budgeted and Spent To Accomplish Objective <td>mation in the form of one (1) "talking points and/or quick fact sheets" document to</td>	mation in the form of one (1) "talking points and/or quick fact sheets" document to
Public Benefit/Intended Outcome: Informing legislators and budget analysts of the curr they can make informed decisions on matters impace Agency Programs Associated with Objective African American Affairs Initiative, Native America Initiative, Small and Minority Business Affairs Initiative, Native America Initiative, Small and Minority Business Affairs Initiative, Native America Initiative, Small and Minority Business Affairs Initiative, Small and Minority Business, Columbia, SC 2920: Department or Division: Department or Division Summary: 	by January 2016.
Agency Programs Associated with Objective itelev can make informed decisions on matters impact they can make informed decisions on matters impact the matter decisions on matters impact the matter decisions on matters informed decisions on matters informed decisions on matters impact the matter decisions on matters impact the matter decisions on matters impact the matter decisions on matters informed decisions on matters informed decisions on matters impact the matter decisions on matters informed decisions on matters decisions decisions on matters decisions decis	
Agency Programs Associated with ObjectiveAffrican American Affairs Initiative, Native American Initiative, Small and Minority Business Affairs InitiaProgram Names:African American Affairs Initiative, Native American Initiative, Small and Minority Business Affairs InitiaResponsible PersonThomas Smith and Lauretha WhaleyNumber of Months Responsible:12Position:Agency Executive Director and Administrative Man Office Address:Office Address:2221 Devine Street, Suite 408, Columbia, SC 2920: Department or DivisionDepartment or Division Summary:Administrative ServicesDepartment or Division Summary:Administrative Services provides leadership, suppor Business, Community Based Services, Research, Affrican Budgeted and Spent To Accomplish ObjectiveTotal Budgeted for this fiscal year:\$19,125	rent statistics and trends impacting the minority populations in South Carolina so that
Program Names: African American Affairs Initiative, Native American Initiative, Small and Minority Business Affairs Initiative American Affairs Initiative American Affairs Initiative, Small and Minority Business Affairs Initiative American Affairs Initiative Affairs Initiative American Affairs Initiative Am	ting them.
Initiative, Small and Minority Business Affairs Initial Responsible Person Initiative, Small and Minority Business Affairs Initial Name: Thomas Smith and Lauretha Whaley Number of Months Responsible: 12 Position: Agency Executive Director and Administrative Man Office Address: 2221 Devine Street, Suite 408, Columbia, SC 2920: Department or Division: Administrative Services Department or Division Summary: Administrative Services provides leadership, suppor Business, Community Based Services, Research, Affairs Initia Standard Spent To Accomplish Objective Total Budgeted for this fiscal year: \$19,125	
Responsible Person Thomas Smith and Lauretha Whaley Name: Thomas Smith and Lauretha Whaley Number of Months Responsible: 12 Position: Agency Executive Director and Administrative Man Office Address: 2221 Devine Street, Suite 408, Columbia, SC 2920: Department or Division: Administrative Services Department or Division Summary: Administrative Services provides leadership, suppor Business, Community Based Services, Research, Af Standard Spent To Accomplish Objective Total Budgeted for this fiscal year: \$19,125	an Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services
Name: Thomas Smith and Lauretha Whaley Number of Months Responsible: 12 Position: Agency Executive Director and Administrative Man Office Address: 2221 Devine Street, Suite 408, Columbia, SC 2920: Department or Division: Administrative Services Department or Division Summary: Administrative Services provides leadership, suppor Amount Budgeted and Spent To Accomplish Objective Super: Total Budgeted for this fiscal year: \$19,125	ative, Research and Policy Initiatives
Number of Months Responsible: 12 Position: Agency Executive Director and Administrative Man Office Address: 2221 Devine Street, Suite 408, Columbia, SC 29203 Department or Division: Administrative Services Department or Division Summary: Administrative Services provides leadership, suppor Business, Community Based Services, Research, After Street for this fiscal year: \$19,125	
Position: Agency Executive Director and Administrative Man Office Address: 2221 Devine Street, Suite 408, Columbia, SC 2920; Department or Division: Administrative Services Department or Division Summary: Administrative Services provides leadership, suppor Business, Community Based Services, Research, Af Total Budgeted for this fiscal year: \$19,125	
Office Address: 2221 Devine Street, Suite 408, Columbia, SC 2920; Department or Division: Administrative Services Department or Division Summary: Administrative Services provides leadership, suppor Business, Community Based Services, Research, After Services Street, Suite 408, Columbia, SC 2920; Amount Budgeted and Spent To Accomplish Objective S19,125	
Department or Division: Administrative Services Department or Division Summary: Administrative Services provides leadership, suppor Business, Community Based Services, Research, After Amount Budgeted and Spent To Accomplish Objective 1000000000000000000000000000000000000	ager, respectively
Department or Division Summary: Administrative Services provides leadership, suppor Business, Community Based Services, Research, Af Amount Budgeted and Spent To Accomplish Objective Total Budgeted for this fiscal year: \$19,125	5
Amount Budgeted and Spent To Accomplish Objective Business, Community Based Services, Research, Af Total Budgeted for this fiscal year: \$19,125	
Amount Budgeted and Spent To Accomplish Objective Business, Community Based Services, Research, After Structure Total Budgeted for this fiscal year: \$19,125	t, and direction for the agency. Includes all program activities related to Minority
Amount Budgeted and Spent To Accomplish Objective 1 Total Budgeted for this fiscal year: \$19,125	rican Americans, Hispanic Latinos, Native Americans and other ethnic groups.
Total Budgeted for this fiscal year: \$19,125	
Total Budgeted for this fiscal year: \$19,125	The second second second second second second second
Total y Spont. [Agency will provide next year	
PERFORMANCE MEASURES	

2013-14 Actual Results (as of 6/30/14):		0	
2014-15 Target Results:		0	
2014-15 Actual Results (as of 6/30/15):		0	
2015-16 Minimum Acceptable Results:		1	
2015-16 Target Results:			
Details	and the state of the second		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)			Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?		Thomas Smith, Executive Director	
Why was this performance measure chosen?		Increase awareness of the Commission for fund seeking and other activities.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?		Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Increase awareness of the Commission for fund seeking and other activities.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		N/A	
POTENTIAL NEGATIVE IMPACT			
Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will			
provide this information to all other House standing committees, but will not address it itself		Ē	
provide this information to all other House standing committees, but will not address it itself until the agency is under study. Most Potential Negative Impact		This objective has been completed.	
provide this information to all other House standing committees, but will not address it itself until the agency is under study. Most Potential Negative Impact		This objective has been completed.	
provide this information to all other House standing committees, but will not address it itself until the agency is under study. Most Potential Negative Impact Level Requires Outside Help		This objective has been completed.	
provide this information to all other House standing committees, but will not address it itself until the agency is under study. Most Potential Negative Impact Level Requires Outside Help		This objective has been completed.	
provide this information to all other House standing committees, but will not address it itself until the agency is under study. Most Potential Negative Impact Level Requires Outside Help Outside Help to Request Level Requires Inform General Assembly		This objective has been completed.	
provide this information to all other House standing committees, but will not address it itself until the agency is under study. <u>Most Potential Negative Impact</u> Level Requires Outside Help Outside Help to Request		This objective has been completed.	

<u>Instructions</u> : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
NA			
PARTNERS			
Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.			
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
NA			

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective lister version to complete for each separate Objective. The agency needs to provide the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency needs to provide the blanks (For example "O1.1.1").	wide information in all the cells that are highlighted.	t. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agence Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O_" and insert t upleting the information below.	y will then have a blan he applicable numbers
Strategic Plan Context		A REAL PROPERTY AND A REAL	
# and description of Goal the Objective is helping accomplish:		Goal 4 - Secure adequate funding through the state budget and other sources to support work to eliminate the contributing factors causing poverty in South Carolina's minority communities.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 4.2 - Research and assess currently funded poverty and minority programs within the state to identify and reduce gaps in services.	
Objective			
Objective # and Description:		Objective 4.2.1 - Create one (1) strategic framework document and/or work plan for accomplishing a multi- year research project by June 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		A strategic framework increases and improves our ability to effectively plan and budget for this research project. This multi-year research project will assist our State in determining which programs serve which population constituency. The CMA can work in partnership with existing agencies and community partners in outreach efforts to better serve each minority population and thereby reduce gaps in services.	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person			
Name:		Benjamin Washington	
Number of Months Responsible:		12	
Position:		Research Program Manager	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Research and Policy Services	
Department or Division Summary:		The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$20,215	
Total Actually Spent:	Agency will provide next year		
	The second s		
PERFORMANCE MEASURES			

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

Types of Performance Measures:			
Outcome Measure - A quantifiable indicator of the public and customer benefits			
from an agency's actions. Outcome measures are used to assess an agency's			
effectiveness in serving its key customers and in achieving its mission, goals and	1		
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			1
priority. Example - % of licensees with no violations.	1		
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.			
1			
Input/Explanatory/Activity Measure - Resources that contribute to the			
production and delivery of a service. Inputs are "what we use to do the work."			
They measure the factors or requests received that explain performance (i.e.			
explanatory). These measures should be the last priority. Example - # of license			
applications received			
How the Agency is Measuring its Performance			
Objective Number and Description		Objective 4.2.1 - Create one (1) strategic framework document and/or work plan for accomplishing a multi-	
		year research project by June 2016.	
Performance Measure:		One (1) strategic framework document.	
Type of Measure:		Input measure	
Results			
2013-14 Actual Results (as of 6/30/14):			
		0	
2014-15 Target Results:		0	
2014-15 Target Results: 2014-15 Actual Results (as of 6/30/15):		0 0 0	
2014-15 Actual Results (as of 6/30/15):		0 0 0 One (1) strategic framework document	
2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results:		0 0 0 0 (1) strategic framework document. 0ne (1) strategic framework document.	
2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results: 2015-16 Target Results:		0 0 0 0 0ne (1) strategic framework document. 0ne (1) strategic framework document.	
2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results: 2015-16 Target Results: Details		One (1) strategic framework document.	Insart any further surfacetion 10
2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results: 2015-16 Target Results: Details Does the state or federal government require the agency to track this? (provide			Insert any further explanation, if
2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results: 2015-16 Target Results: 2015-16 Target Results: Details Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)		One (1) strategic framework document. No	Insert any further explanation, if needed
2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results: 2015-16 Target Results: 2015-16 Target Results: Details Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) What are the names and titles of the individuals who chose this as a performance		One (1) strategic framework document.	
2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results: 2015-16 Target Results: Details Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) What are the names and titles of the individuals who chose this as a performance measure?		One (1) strategic framework document. No Thomas Smith, Executive Director	
2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results: 2015-16 Target Results: 2015-16 Target Results: Details Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) What are the names and titles of the individuals who chose this as a performance measure? Why was this performance measure chosen?		One (1) strategic framework document. No Thomas Smith, Executive Director Increase organizational capacity to plan for multi-year project; statute requires research on this issue.	
2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results: 2015-16 Target Results: 2015-16 Target Results: Details Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) What are the names and titles of the individuals who chose this as a performance measure? Why was this performance measure chosen? If the target value was not reached in 2014-15, what changes were made to try		One (1) strategic framework document. No Thomas Smith, Executive Director	
2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results: 2015-16 Target Results: 2015-16 Target Results: Details Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) What are the names and titles of the individuals who chose this as a performance measure? Why was this performance measure chosen? If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		One (1) strategic framework document. No Thomas Smith, Executive Director Increase organizational capacity to plan for multi-year project; statute requires research on this issue. N/A	
2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results: 2015-16 Target Results: Details Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) What are the names and titles of the individuals who chose this as a performance measure? Why was this performance measure chosen? If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? What are the names and titles of the individuals who chose the target value for		One (1) strategic framework document. No Thomas Smith, Executive Director Increase organizational capacity to plan for multi-year project; statute requires research on this issue.	
2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results: 2015-16 Target Results: 2015-16 Target Results: Details Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) What are the names and titles of the individuals who chose this as a performance treasure? Why was this performance measure chosen? If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? What are the names and titles of the individuals who chose the target value for 2015-16?		One (1) strategic framework document. No Thomas Smith, Executive Director Increase organizational capacity to plan for multi-year project; statute requires research on this issue. N/A Thomas Smith, Executive Director	
2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results: 2015-16 Target Results: Details Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) What are the names and titles of the individuals who chose this as a performance measure? Why was this performance measure chosen? If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? What are the names and titles of the individuals who chose the target value for 2015-16? What was considered when determining the level to set the target value in 2015-		One (1) strategic framework document. No Thomas Smith, Executive Director Increase organizational capacity to plan for multi-year project; statute requires research on this issue. N/A	
2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results: 2015-16 Target Results: 2015-16 Target Results: Details Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) What are the names and titles of the individuals who chose this as a performance treasure? Why was this performance measure chosen? If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? What are the names and titles of the individuals who chose the target value for 2015-16? What was considered when determining the level to set the target value in 2015- 16 and why was the decision finally made on setting it at the level at which it was		One (1) strategic framework document. No Thomas Smith, Executive Director Increase organizational capacity to plan for multi-year project; statute requires research on this issue. N/A Thomas Smith, Executive Director	
2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results: 2015-16 Target Results: Details Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) What are the names and titles of the individuals who chose this as a performance measure? Why was this performance measure chosen? If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? What are the names and titles of the individuals who chose the target value for 2015-16? What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		One (1) strategic framework document. No Thomas Smith, Executive Director Increase organizational capacity to plan for multi-year project; statute requires research on this issue. N/A Thomas Smith, Executive Director	
2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results: 2015-16 Target Results: 2015-16 Target Results: Details Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) What are the names and titles of the individuals who chose this as a performance treasure? Why was this performance measure chosen? If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? What are the names and titles of the individuals who chose the target value for 2015-16? What was considered when determining the level to set the target value in 2015- 16 and why was the decision finally made on setting it at the level at which it was		One (1) strategic framework document. No Thomas Smith, Executive Director Increase organizational capacity to plan for multi-year project; statute requires research on this issue. N/A Thomas Smith, Executive Director	

				-
If the answer to the question above is "questionable" or "no," what changes are		N/A		1
being made to try and ensure it is reached or what resources are being diverted to				
ensure performance measures more likely to be reached, are reached?				
POTENTIAL NEGATIVE IMPACT				1
Instructions: Please list what the agency considers the most potential negative				
impact to the public that may occur as a result of the agency not accomplishing				
this objective. Next to, "Most Potential Negative Impact," enter the most				
potential negative impact to the public that may occur as a result of the agency				
not accomplishing the objective. Next to, "Level Requires Outside Help," enter				
the level at which the agency believes it needs outside help. Next to, "Outside		2.25.		
Help to Request," enter the entities to whom the agency would reach out if the				
potential negative impact rises to that level. Next to, "Level Requires Inform				
General Assembly," enter the level at which the agency thinks the General				
Assembly should be put on notice of the level at which the potential negative				
impact has risen. Next to, "3 General Assembly Options," enter three options for				
what the General Assembly could do to help resolve the issue before it became a				
crisis. The House Legislative Oversight Committee will provide this information				
to all other House standing committees, but will not address it itself until the				
agency is under study.				
Most Potential Negative Impact		The most potential negative impact of not producing the framework for this research project would be that		
		the CMA staff would need to plan to complete this objective in the following year, potentially delaying the		
		start of the project . Without effective planning, a multi-year research project will not be feasible to		
		accomplish.		
Level Requires Outside Help	-	This objective should not require outside assistance, but if needed, a consultation in the area of project		
		management/planning could be consulted.		
Outside Help to Request		Outside assistance will not be neeeded for this objective		
Level Requires Inform General Assembly		At the earliest stages of this project planning, the General Assembly would not need to be notified.		
3 General Assembly Options		No options are required.		
REVIEWS/AUDITS				
Instructions: Below please list all external or internal reviews, audits,				
investigations or studies ("Reviews") of the agency which occurred during the				
past fiscal year that relates/impacts this objective. Please remember to maintain				
an electronic copy of each Review and any other information generated by the				
entity performing the Review as copies may be requested when the agency is				
under study. NOTE: Responses are not limited to the number of rows below that				
have borders around them, please insert as many rows as needed.				
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request,	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began	
	internal policy, etc.)		(MM/DD/YYYY) and Date Review	
	a		Ended (MM/DD/YYYY)	
A preliminary inquiry conducted by the Office of the Inspoector General to	Outside request.	Office of the Inspector General. The Office of the Inspector General is an external entity.	Began: 4/14/2015; Ended:	
collect information			6/15/2015	
L				

PARTNERS			
PARTNERS Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the way the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High	rs 5 f		
Schools, instead of listing each high school in the county separately. Current Partner Entity NA	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	

6.

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective . It separate Objective. The agency needs to provide information in all the Staff if the agency has any questions or needs any assistance in complete the agency has any questions or needs any assistance in complete the agency has any questions or needs any assistance in complete the agency has any questions or needs any assistance in complete the agency has any questions or needs any assistance in complete the agency has a specified as the agen	e cells that are highlighted. Please save the inform	y Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have nation related to each Objective as a separate tab in the excel document. Label each Tab, "O" and insert the applicable numbers in the blanks (For exa	a blank version to complete for each mple "O1.1.1"). NOTE: Call House
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 4 - Secure adequate funding through the state budget and other sources to support work to eliminate the contributing factors causing	
		poverty in South Carolina's minority communities.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 4.3 - Seek federal and other funding on behalf of the state for the purpose of implementing various programs and services for minority groups (African American, Asian American, Hispanic/Latino, and Native American Indian) including business, economic development, capacity building and outreach.	
Objective			
Objective # and Description:		Objective 4.3.1 - Complete all contractual obligations for the "Growing Resources in Information Techonology" (G.R.I.T.) grant programs with Midlands Technical College and one (1) final report by April 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		SC CMA Staff will close project, providing a report showing outreach efforts and the increased interest in the program by minority community members.	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person	المربيسانان وملاحظ بمغلوجينا ويتلقيهم وتروع		
Name:		Marcy Hayden and Lauretha Whaley	
Number of Months Responsible:		12	
Position:		Program Coordinator and Administrative Manager, respectively	
Office Address:		2221 Devine Street, Suite # 408, Columbia, SC 29205	
Department or Division:		Program Coordinator and Administrative Services	
Department or Division Summary:		The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates; Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$17,002	
Total Actually Spent:	Agency will provide next year		
	And and Security and an and a security of Security		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many		
times as needed so the agency can provide this information for each		
Performance Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance		
measure just like the agency did in the accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best		
fits the performance measure from the drop down box (see Types of		
Performance Measures explained below).		
3) In the next set of cells enter the actual and target results for each year.		
Next to "Actual Results," enter the actual value the agency had for that		
performance measure at the end of that year. Next to "Target Results," enter		
the target value the agency wanted to reach for the performance measure for		
that year. Next to "Minimum acceptable level," enter the minimum level for		
this performance measure that the agency would find acceptable. Including a		
minimum acceptable level and target level will hopefully encourage the		
agency to continually set challenging targets each year. If the agency did not		
utilize a particular performance measure during certain years, then enter the		
following next to the applicable "Actual Results" and "Target Results," -		
"Agency did not use PM during this year."		
4) In the last set of cells, answer the questions to provide Details about each		
measure. In the cell next to, "Is agency required to keep track of this by the		
state or federal government," pick State from the drop down menu if an		
entity in state government requires the agency to track this information,		
Federal if an entity in the federal government requires the agency to track		
this information, or Only Agency Selected if there is no state or federal entity		
that requires the agency to track this information and the agency selected it.		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer		
benefits from an agency's actions. Outcome measures are used to assess an		
agency's effectiveness in serving its key customers and in achieving its		
mission, goals and objectives. They are also used to direct resources to		
strategies with the greatest effect on the most valued outcomes. Outcome		
measures should be the first priority. Example - % of licensees with no		
violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in		
unit costs, units of time, or other ratio-based units. Efficiency measures are		
used to assess the cost-efficiency, productivity, and timeliness of agency		
operations. Efficiency measures measure the efficient use of available		
resources and should be the second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or		
services an agency produces. Output measures are used to assess workload		
and the agency's efforts to address demands. Output measures measure		
workload and efforts and should be the third priority. Example - # of		
business license applications processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the		
production and delivery of a service. Inputs are "what we use to do the		
work." They measure the factors or requests received that explain		
performance (i.e. explanatory). These measures should be the last priority.		
Example - # of license applications received		
		<u></u>
How the Agency is Measuring its Performance		

100

Objective Number and Description		Objective 4.3.1 - Complete all contractual obligations for the "Growing Resources in Information Techonology" (G.R.I.T.) grant programs	
Objective Number and Description		with Midlands Technical College and one (1) final report by April 2016.	
Performance Measure:		Issue one (1) final report by April 2016 100% of obligations met.	
Type of Measure:		Outcome measure/output measure	
Results		Outcome measure/output measure	
2013-14 Actual Results (as of 6/30/14):		NA	
2013-14 Actual Results (as of 0/30/14). 2014-15 Target Results:		NA	
2014-15 Taiget Results: 2014-15 Actual Results (as of 6/30/15):		NA	
2014-15 Actual Results (as of 0/50/15). 2015-16 Minimum Acceptable Results:		One final report/100% obligations met	
2015-16 Minimum Acceptable Results: 2015-16 Target Results:			
Details		One final report/100% obligations met	
Does the state or federal government require the agency to track this?	Real Providence and the Long and the second		
(provide any additional explanation needed, two cells over)		Yes	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a		There 6. (A. Francisco Director	
		Thomas Smith, Executive Director	
performance measure?			
Why was this performance measure chosen?		Requirement of our contractual obligation; assist agency with carrying out statutory authority	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?		Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in		Requirement of our contractual obligation; assist agency with carrying out statutory authority. 100% required	
2015-16 and why was the decision finally made on setting it at the level at			
which it was set?			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		Yes	
If the answer to the question above is "questionable" or "no," what changes		N/A	
are being made to try and ensure it is reached or what resources are being		IV/A	
diverted to ensure performance measures more likely to be reached, are			
reached?			
POTENTIAL NEGATIVE IMPACT			
Instructions : Please list what the agency considers the most potential			
negative impact to the public that may occur as a result of the agency not			
accomplishing this objective. Next to, "Most Potential Negative Impact,"			
enter the most potential negative impact to the public that may occur as a			
result of the agency not accomplishing the objective. Next to, "Level			
Requires Outside Help," enter the level at which the agency believes it needs			
outside help. Next to, "Outside Help to Request," enter the entities to whom			
the agency would reach out if the potential negative impact rises to that level.			
Next to, "Level Requires Inform General Assembly," enter the level at which			
the agency thinks the General Assembly should be put on notice of the level			
at which the potential negative impact has risen. Next to, "3 General			
Assembly Options," enter three options for what the General Assembly could			
do to help resolve the issue before it became a crisis. The House Legislative			
Oversight Committee will provide this information to all other House			
standing committees, but will not address it itself until the agency is under			
study.			
Most Potential Negative Impact		This objective has been met.	
Level Requires Outside Help			
Outside Help to Request			
Level Requires Inform General Assembly			
3 General Assembly Options			
REVIEWS/AUDITS			

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many			
rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY and Date Review Ended (MM/DD/YYYY)
A preliminary inquiry conducted by the Office of the Inspector General to collect information	Outside request.	Office of the Inspector General. The Office of the Inspector General is an external entity.	Began: 4/14/2015; Ended: 6/15/2015
PARTNERS			2.3
Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.			
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective listed in the Strategy,	Objectives and Responsibility Chart. It is recommen	nded that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to comp	plete for each separate
Dejective. The agency needs to provide information in all the cells that are highlighted. Pl	lease save the information related to each Objective a	s a separate tab in the excel document, Label each Tab, "O_" and insert the applicable numbers in the blanks (For example "O1.1.1"), NOTE: Call Ho	ouse Staff if the agency
any questions or needs any assistance in completing the information below.			
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 4 - Secure adequate funding through the state budget and other sources to support work to eliminate the contributing factors causing	
		poverty in South Carolina's minority communities.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 4.3 - Seek federal and other funding on behalf of the state for the purpose of implementing various programs and services for	
		minority groups (African American, Asian American, Hispanic/Latino, and Native American Indian) including business, economic	
		development, capacity building and outreach.	
Dbjective			
Objective # and Description:		Objective 4.3.2 - Complete all contractual obligations for the US Department of Argriculture's "Rural Buiness Enterprise Grant" (RBEG) and	
		one (1) final report by May 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		The purpose of the RBEG Grant from USDA is to create at least 30 jobs in some of the poorest areas of SC.	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services	
		Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person			
Name:		Rogie Nelson, Lauretha Whaley and Benjamin Washington	
Number of Months Responsible:		12	
Position:		Program Coordinator, Administrative Manager and Research Program Manager, respectively	
Office Address:		2221 Devine Street. Suite 408, Columbia, SC 29205	
Department or Division:		Program Coordinator, Administrative Services and Research and Policy Services	
Department or Division Summary:		Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's	
		customers, and the agency's stakeholders in accordance with its legislative mandates. Administrative Services provides leadership, support,	
		and direction for the agency. The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens	
		as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina	
		as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$111.659	
Total Actually Spent:	Agency will provide next year		
	presence man provide next year		

 Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective. 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below). 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure, " "Agency did not use PM during this year." 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal entity that requires the agency to track this information, and the agency selected if there is no state or federal entity that requires the agency to track this information and the agency selected if there is no state or federal entity that requires the agency to track this information and the agency selected if there is no state or federal entity that requires the agency to track this information and the agency selected if there is no state or federal ent		
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. Imput/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 4.3.2 - Complete all contractual obligations for the US Department of Argriculture's "Rural Buiness Enterprise Grant" one (1) final report by May 2016.	(RBEG) and
Performance Measure:	Complete all contractual obligations for the USDA RBEG grant per contractual period and issue a final report,	
Type of Measure:	Outcome measure/output measure	
Results		
2013-14 Actual Results (as of 6/30/14):	0	
2013-14 Actual Results (as 010) (14).	0	
2014-15 Actual Results (as of 6/30/15);	lo lo	
2014-15 Actual Results (as of 0/30/15): 2015-16 Minimum Acceptable Results:	Complete all contractual obligations for the USDA RBEG grant per contractual period and issue a final report.	
2015-16 Minimum Acceptable Results:	Complete all contractual obligations for the USDA RBEG grant per contractual period and issue a final report.	
	Complete an contractual congations for the USDA KBEG grant per contractual period and issue a final report.	
Details Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Yes	Insert any further explanation, if
	The set C with D and a Director	needed
What are the names and titles of the individuals who chose this as a performance measure?	Thomas Smith, Executive Director	

Why was this performance measure chosen?	Requirement of our contractual obligation; assist agency with carrying out statutory authority	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was	N/A	
reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Thomas Smith, Executive Director	
What was considered when determining the level to set the target value in 2015-16 and why was the	Requirement of our contractual obligation; assist agency with carrying out statutory authority. 100% required	
decision finally made on setting it at the level at which it was set?		
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for	Yes	
2015-16?		
If the answer to the question above is "questionable" or "no," what changes are being made to try and	N/A	
ensure it is reached or what resources are being diverted to ensure performance measures more likely to		
be reached, are reached?		
POTENTIAL NEGATIVE IMPACT		
Instructions: Please list what the agency considers the most potential negative impact to the public that		
may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative		
Impact," enter the most potential negative impact to the public that may occur as a result of the agency		
not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the		
agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the		
agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires		
Inform General Assembly," enter the level at which the agency thinks the General Assembly should be		
put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly		
Options," enter three options for what the General Assembly could do to help resolve the issue before it		
became a crisis. The House Legislative Oversight Committee will provide this information to all other		
House standing committees, but will not address it itself until the agency is under study.		
Most Potential Negative Impact	An extension can be requested.	
Level Requires Outside Help	An extension can be requested.	
Outside Help to Request	We do not anticipate the need for outside help in accomplishing this objective.	
Level Requires Inform General Assembly	We do not foresee the need to contact the General Assembly,	
3 General Assembly Options	We do not foresee the need to contact the General Assembly.	
PEVIEWS/AUDITS		

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
NA		
PARTNERS		

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

	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
US Department of Agriculture	They provide the funding for this project.	Federal government	

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective listed in the Strategy, Object	tives and Responsibility Chart. It is recomm	ended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have	a blank version to complete for
separate Objective. The agency needs to provide information in all the cells that are highlighted	. Please save the information related to each	Objective as a separate tab in the excel document. Label each Tab, "O_" and insert the applicable numbers in the blanks (For example, and the second	mple "OI 1 1") NOTE: Call F
Staff if the agency has any questions or needs any assistance in completing the information belo	w.		inple officially. Note: call
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 4 - Secure adequate funding through the state budget and other sources to support work to eliminate the contributing	
		factors causing poverty in South Carolina's minority communities.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 4.3 - Seek federal and other funding on behalf of the state for the purpose of implementing various programs and	
		services for minority groups (African American, Asian American, Hispanic/Latino, and Native American Indian) including	
		business, economic development, capacity building and outreach.	
Dbjective	والأعاد والشواط والمتحاط والمتعاد والمتعاد	element element de telephone, cipacity suitain, and outcash.	
Dejective # and Description:		Objective 4.3.3 - Research and identify a minimum of five (5) federal funding sources coming into South Carolina state	
		agencies through block grants and other sources by January 2016.	
egal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		Increase funding sources can help leverage resources and better target communities and groups throughout the statethat are	
		negatively impacted by systemic poverty.	
Agency Programs Associated with Objective		Regarively impacted by systemic poverty.	
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based	
		Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
		Services initiative, sman and withouty business Analts initiative, Research and Poncy initiatives	
tesponsible Person			
lame:		Benjamin Washington	
Jumber of Months Responsible:		12	
osition:		Research Program Manager	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Research and Policy Services	
Department or Division Summary:		The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency	
		seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted and Spent To Accompassi Objective		F9 715	
Fotal Actually Spent:	American	\$8,715	
ional Actually Spent.	Agency will provide next year		
EDEODM I ME I SUDES			
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the		
agency can provide this information for each Performance Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did		
in the accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance		
measure from the drop down box (see Types of Performance Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results,"		
enter the actual value the agency had for that performance measure at the end of that year. Next to		
"Target Results," enter the target value the agency wanted to reach for the performance measure for		
that year. Next to "Minimum acceptable level," enter the minimum level for this performance		
measure that the agency would find acceptable. Including a minimum acceptable level and target		
level will hopefully encourage the agency to continually set challenging targets each year. If the		
agency did not utilize a particular performance measure during certain years, then enter the following		
next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this		
year."		
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next		
to, "Is agency required to keep track of this by the state or federal government," pick State from the		
drop down menu if an entity in state government requires the agency to track this information, Federal		
if an entity in the federal government requires the agency to track this information, or Only Agency		
Selected if there is no state or federal entity that requires the agency to track this information and the		
agency selected it.		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's		
actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers		
and in achieving its mission, goals and objectives. They are also used to direct resources to strategies		
with the greatest effect on the most valued outcomes. Outcome measures should be the first priority.		
Example - % of licensees with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time,		
or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity,		
and timeliness of agency operations. Efficiency measures measure the efficient use of available		
resources and should be the second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an agency produces.		
Output measures are used to assess workload and the agency's efforts to address demands. Output		
measures measure workload and efforts and should be the third priority. Example - # of business		
license applications processed.		
Incuise applications processed. Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a		
service. Inputs are "what we use to do the work." They measure the factors or requests received that		
explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received		
How the Agency is Measuring its Performance		
Objective Number and Description	Strategy 4.3 - Seek federal and other funding on behalf of the state for the purpose of implementing various programs and	
	services for minority groups (African American, Asian American, Hispanic/Latino, and Native American Indian) including	
Duck	business, economic development, capacity building and outreach.	
Performance Measure:	Research and identify a minimum of five (5) federal funding sources coming into South Carolina state agencies through block	
The characteristic state of the	grants and other sources by January 2016.	
Type of Measure: Results	Input measure	
2013-14 Actual Results (as of 6/30/14):		
2013-14 Actual Results (as of 6/30/14): 2014-15 Target Results:		
2014-15 1 arget Kesuits: 2014-15 Actual Results (as of 6/30/15):		
2014-15 Actual Results (as of 6/30/15); 2015-16 Minimum Acceptable Results;	U Utantifi fina (f) fadana fandina anunan	
2015-16 Minimum Acceptable Results: 2015-16 Target Results:	Identify five (5) federal funding sources Identify five (5) federal funding sources	
Details	Identity rive (3) rederat funding sources	

Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)		No	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?		Thomas Smith, Executive Director	needed
Why was this performance measure chosen?		Requirement of our contractual obligation; assist agency with carrying out statutory authority	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was		N/A	
reached?			
What are the names and titles of the individuals who chose the target value for 2015-16?		Thomas Smith. Executive Director	-
What was considered when determining the level to set the target value in 2015-16 and why was the		Increase funding to help with carrying out programs.	
decision finally made on setting it at the level at which it was set?			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for		N/A	
2015-16?			
If the answer to the question above is "questionable" or "no," what changes are being made to try and		N/A	
ensure it is reached or what resources are being diverted to ensure performance measures more likely	,		
to be reached, are reached?			
POTENTIAL NEGATIVE IMPACT	and the second s		
Instructions : Please list what the agency considers the most potential negative impact to the public			
<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential			
Negative Impact," enter the most potential negative impact to the public that may occur as a result of			
the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level			
at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the			
entities to whom the agency would reach out if the potential negative impact rises to that level. Next			
to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the Genera	1		
Assembly should be put on notice of the level at which the potential negative impact has risen. Next			
to, "3 General Assembly Options," enter three options for what the General Assembly could do to hel			
resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide			
this information to all other House standing committees, but will not address it itself until the agency			
is under study.			
Most Potential Negative Impact		This objective has been accomplished	
Level Requires Outside Help			
Outside Help to Request			
Level Requires Inform General Assembly			
3 General Assembly Options			
REVIEWS/AUDITS			1.
Instructions: Below please list all external or internal reviews, audits, investigations or studies			
("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this			
objective. Please remember to maintain an electronic copy of each Review and any other information			
generated by the entity performing the Review as copies may be requested when the agency is under			
study. NOTE: Responses are not limited to the number of rows below that have borders around			
them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began
	request, internal policy, etc.)		(MM/DD/YYYY) and Date Review
	· · · · · · · · · · · · · · · · · · ·		Ended (MM/DD/YYYY)
NA			
PARTNERS	The state of the second st		

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

Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
<i>instructions:</i> Below is a template to <u>complete for each Objective</u> listed in the Strategy Dijective. The agency needs to provide information in all the cells that are highlighted. If my questions or needs any assistance in completing the information below.	, Objectives and Responsibility Chart, It is recommended the lease save the information related to each Objective as a september of the second secon	hat the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to comp barate tab in the excel document, Label each Tab, "O" and insert the applicable numbers in the blanks (For example "O1,1.1"), NOTE: Call Ho	lete for each separate use Staff if the agency
Strategic Plan Context			
and description of Goal the Objective is helping accomplish:		Goal 4 - Secure adequate funding through the state budget and other sources to support work to eliminate the contributing factors causing poverty in South Carolina's minority communities.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 4.3 - Seek federal and other funding on behalf of the state for the purpose of implementing various programs and services for minority groups (African American, Asian American, Hispanic/Latino, and Native American Indian) including business, economic development, capacity building and outreach.	
Dbjective			
Objective # and Description:		Objective 4.3.4 - Research and identify a minimum of five (5) partnerships and collaborations with federal, state and non-profit organizations to receive funds to support CMA programs by January 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		Identification of grants with organizations can increase collaboration and result in meeting the needs of underserved populations located in communities statewide.	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person			
Name:		Benjamin Washington, Marcy Hayden and Lee McElveen	
Jumber of Months Responsible:		12	
Position:		Research Program Manager and Program Coordinators, respectively	
Office Address:		2221 Devine Street, Wuite 408, Columbia, SC 29205	
Department or Division:		Research and Policy Servies and Program Coordinators	
Department or Division Summary:		The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina; The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$17,461	
Fotal Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can		
provide this information for each Performance Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the		
accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from		
the drop down box (see Types of Performance Measures explained below),		
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the		
actual value the agency had for that performance measure at the end of that year. Next to "Target Results."		
enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum		
acceptable level," enter the minimum level for this performance measure that the agency would find acceptable.		
Including a minimum acceptable level and target level will hopefully encourage the agency to continually set		
challenging targets each year. If the agency did not utilize a particular performance measure during certain		
years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not		
use PM during this year."		
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is		
agency required to keep track of this by the state or federal government," pick State from the drop down menu if		
an entity in state government requires the agency to track this information, Federal if an entity in the federal		
government requires the agency to track this information, or Only Agency Selected if there is no state or federal		
entity that requires the agency to track this information and the agency selected it.		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions,		
Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its		
mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the		
most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no		
violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other		
ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of		
agency operations. Efficiency measures measure the efficient use of available resources and should be the		
second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output		
measures are used to assess workload and the agency's efforts to address demands. Output measures measure		
workload and efforts and should be the third priority. Example - # of business license applications processed		
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service.		
Inputs are "what we use to do the work." They measure the factors or requests received that explain		
performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications		
received		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 4.3.4 - Research and identify a minimum of five (5) partnerships and collaborations with federal, state and non-profit	
Performance Measure:	organizations to receive funds to support CMA programs by January 2016.	
Type of Measure:	Partnerships and Collaborations-Federal, State and Non-profit Organizations	
Results	Output	
2013-14 Actual Results (as of 6/30/14):		
2013-14 Actual Results (as 01 0/30/14): 2014-15 Target Results:		
2014-15 Actual Results (as of 6/30/15):		
2014-15 Actual Results (as of 0/30/15): 2015-16 Minimum Acceptable Results:	0	
2015-16 Minimum Acceptable Results: 2015-16 Target Results:	5	
Details	5	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No	Insert any further
What are the names and titles of the individuals who chose this as a performance measure?	71. 6.4 F. C. 15.	explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Thomas Smith, Executive Director	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Help to address poverty and deprivation statewide.	
a un target value was not reached in 2014-13, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Thomas Smith, Executive Director	

	Partner Grant Award	Federal agency	
Current Partner Entity		Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
Current Doutnon Entity			
High Schools, instead of listing each high school in the county separately,			
example, if the agency works with every high school in Lexington county, the agency can list Lexington County			
state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another			
group instead of each partner individually. For example, if the agency works with every middle school in the			
of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the			
agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all			
Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the			
working with that help the agency accomplish this objective. Under the "Ways Agency works with Current			
Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently			
PARTNERS			
244 X			
NA			(MM/DD/YYYY)
			Date Review Ended
	request, internal policy, etc.)		(MM/DD/YYYY) and
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began
number of rows below that have borders around them, please insert as many rows as needed.			
Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the			
maintain an electronic copy of each Review and any other information generated by the entity performing the			
the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to			1
Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of			
REVIEWS/AUDITS			
3 General Assembly Options			
Level Requires Inform General Assembly			
Outside Help to Request			
Level Requires Outside Help		The objective and even accompliance	
Most Potential Negative Impact		This objective has been accomplished	
until the agency is under study.			
Committee will provide this information to all other House standing committees, but will not address it itself			
Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight			
negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General			
at which the agency thinks the General Assembly should be put on notice of the level at which the potential			
potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level			
outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the		1	
enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs		1	
occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"			
occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"			
Instructions: Please list what the agency considers the most potential negative impact to the public that may	<u> </u>		
POTENTIAL NEGATIVE IMPACT			
reached?			
is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it		N/A	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		Yes	
finally made on setting it at the level at which it was set?		carbon namoer of state agencies (large) matricelere recent rice ar offer grants,	
What was considered when determining the level to set the target value in 2015-16 and why was the decision		Current number of state agencies (large) that receive federal block grants.	

11:38 AM, 3/30/2016

Agency Responding	SC Commission for Minority Affair	8	
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective listed in the Strategy	Objectives and Responsibility Chart. It is recommended	d that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version	to complete for each separate Objectiv
The agency needs to provide information in all the cells that are highlighted. Please save	the information related to each Objective as a separate tal	b in the excel document, Label each Tab, "O_" and insert the applicable numbers in the blanks (For example "O1.1.1"), NOTE: Call House	Staff if the agency has any questions
needs any assistance in completing the information below.	······································		Starr if the agency has any questions (
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 4 - Secure adequate funding through the state budget and other sources to support work to eliminate the contributing factors	
		causing poverty in South Carolina's minority communities.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 4.3 - Seek federal and other funding on behalf of the state for the purpose of implementing various programs and services	
		for minority groups (African American, Asian American, Hispanic/Latino, and Native American Indian) including business,	
		economic development, capacity building and outreach.	
Objective		contraine development, capacity outching and outcach.	
Objective # and Description:		Objective 4.3.5 - Research and identify a minimum of three (3) grants for programs and initiatives by January 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		Identifying grants that fall within our mission and purview will allow us to expand the services we currently provide. The public	
		dollars that go into our agency will be supported by additional monies that support our mission. The intended benefit would be to	
		have additional information and monies available to conduct research and possibly implement new programs that will address the	
		nave additional information and nomes available to conduct research and possibly implement new programs that will address the needs of our community.	
Agency Programs Associated with Objective		needs of our community.	
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based	
		Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person		Services initiative, smar and vinionty business Arians initiative, Research and Poncy initiatives	
Name:		Marcy Hayden, Lee McElveen, George Dennis, Rogie Nelson and Benjamin Washington	
Number of Months Responsible:		Marcy Hayden, Lee MeLiveen, George Bennis, Rogie Nelson and Benjamin wasnington	
Position:		All are Program Coordinators, except Benjamin Washington, who is the Research Program Manager	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Program Coordinators and Research and Policy Services	
Department or Division Summary:		The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's	
		minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates; The	
		Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens as the agency seeks to	
		address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$20,440	
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency		
can provide this information for each Performance Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the		
accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure		
from the drop down box (see Types of Performance Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the		
actual value the agency had for that performance measure at the end of that year. Next to "Target Results,"		
enter the target value the agency wanted to reach for the performance measure for that year. Next to		
"Minimum acceptable level," enter the minimum level for this performance measure that the agency would		
find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency		
to continually set challenging targets each year. If the agency did not utilize a particular performance		
measure during certain years, then enter the following next to the applicable "Actual Results" and "Target		
Results," - "Agency did not use PM during this year."		
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is		
agency required to keep track of this by the state or federal government," pick State from the drop down		
menu if an entity in state government requires the agency to track this information, Federal if an entity in the		
federal government requires the agency to track this information, or Only Agency Selected if there is no state		1
or federal entity that requires the agency to track this information and the agency selected it.		
man of markening and a second		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions.		1
Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving		1 1
its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect		
on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with		
no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other		
ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of		
agency operations. Efficiency measures measure the efficient use of available resources and should be the		
second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output		
measures are used to assess workload and the agency's efforts to address demands. Output measures		
measure workload and efforts and should be the third priority. Example - # of business license applications		
processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a		
service. Inputs are "what we use to do the work." They measure the factors or requests received that explain		
performance (i.e. explanatory). These measures should be the last priority. Example - # of license		
applications received		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 4.3.5 - Research and identify a minimum of three (3) grants for programs and initiatives by January 2016.	
Performance Measure:	Research/Identify three grants for programs and initiatives	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	0	
2014-15 Target Results:	0	
2014-15 Actual Results (as of 6/30/15):		
2015-16 Minimum Acceptable Results:	3	
2015-16 Target Results: Details	3	
Does the state or federal government require the agency to track this? (provide any additional explanation	No	
needed, two cells over)	INO INO	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Thomas Smith, Executive Director	
Why was this performance measure chosen?	Chosen because it is a part of the statute to address poverty and deprivation	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Thomas Smith. Executive Director	

What was considered when determining the level to set the target value in 2015-16 and why was the decision	1	Did not want to set too high of a level, given what other agencies may or may not have been willing to do.	
finally made on setting it at the level at which it was set?			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-		Yes	
16?	1		
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure			
It is answer to the question above is questionable of no, what changes are being made to try and ensure		N/A	
it is reached or what resources are being diverted to ensure performance measures more likely to be reached,			
are reached?			
	1		
POTENTIAL NEGATIVE IMPACT	Statement and statements and statements		
Instructions : Please list what the agency considers the most potential negative impact to the public that may	The second s		
and the second s			
occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact,"			
enter the most potential negative impact to the public that may occur as a result of the agency not			
accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency			
believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency			
would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General			
Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the	1		
level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three			
options for what the General Assembly could do to help resolve the issue before it became a crisis. The			
House Legislative Oversight Committee will provide this information to all other House standing			
committees, but will not address it itself until the agency is under study.			
Most Potential Negative Impact		This objective has been accomplished	
Level Requires Outside Help			
Outside Help to Request			
Level Requires Inform General Assembly			
3 General Assembly Options			
REVIEWS/AUDITS			
Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews")			
of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember			
to maintain an electronic copy of each Review and any other information generated by the entity performing			
the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited			
to the number of rows below that have borders around them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside	Entity Performing the Province and Whether Devincing Entity Enternal on Lateral	
	request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and
	request, internal policy, etc.)		Date Review Ended (MM/DD/YYYY)
NA			
PARTNERS			
Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently			
when with the bala the opened and the state of the state			
working with that help the agency accomplish this objective. Under the "Ways Agency works with Current			
Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps			
the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to			
list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency			
can list the group instead of each partner individually. For example, if the agency works with every middle			
school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately.			
As another example, if the agency works with every high school in Lexington county, the agency can list			
Lexington County High Schools, instead of listing each high school in the county separately.			
			I I
Current Partner Entity	Ways Agonoy Works with Course		
Current Partner Entity	Ways Agency Works with Current	ls the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
Current Partner Entity SC Department of Public Safety	Ways Agency Works with Current Partner Provide Justice Assistance grants	ls the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	

C Department of Commerce	Community Development block grants	State Agency	
t. Governor's Office	Funding for Aging Services	State Agency	
C Governor's Office of Economic Opportunity	Distribute funding to community action agencies that assist us in serving minority communities	State Agency	
C Department of Employment and Workforce	They provide training funds for jobs in specific sectors and communities that increases economic prosperity	State agency	

(Ap)

Agency Responding	SC Commission for Minority Affairs		_
Date of Submission	March 30, 2016		
iscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective listed in the Strategy, Object	tives and Responsibility Chart. It is recommended that the age	ency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separat	te Objecti
The agency needs to provide information in all the cells that are highlighted. Please save the info	rmation related to each Objective as a separate tab in the excel	document. Label each Tab, "O_" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any	avortiona
needs any assistance in completing the information below.	mation related to each o operate as operate at in the oricor	accument. Electrates rate, o and insert the applicable numbers in the blanks (rot example of rate). Note: Call house start it the agency has any	questions
the state of the s			
Strategic Plan Context			-
# and description of Goal the Objective is helping accomplish:		Goal 4 - Secure adequate funding through the state budget and other sources to support work to eliminate the contributing factors causing poverty	
		in South Carolina's minority communities.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 4.4 - Seek federal and other funding on behalf of the state for the purpose of improving educational opportunities for minority groups	
		(African American, Asian American, Hispanic/Latino, and Native American Indian) in SC.	
Objective	SUM DESCRIPTION OF A DE	vinteen renorman, reservation, response canno, and varies renormal money in des.	
Dijective # and Description:		Objective 4.4.1 - Partner with up to three (3) colleges and/or universities to seek US Department of Education, block grants and/or other	
		discretionary grants to increase retention of minority students through the implementation of tutoring and mentoring programs by June 2016.	
		distributing grants to increase relention of nutionty students urough the implementation of tutoring and mentoring programs by June 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		This is to obtain additional funding through solicitation of grants in collaboration with local colleges for dropout prevention and to improve the	
		scores of minority students.	
Agency Programs Associated with Objective	NUMBER OF STREET, STRE	solts of finitry statents.	
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services Initiative,	
		Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person	THE REPORT OF THE REPORT OF	Sharrand Winforty Busiless Atlants Initiative, Kesearch and Policy Initiatives	
Name:		George Dennis	
Number of Months Responsible:			
Position:		12 Program Coordinator	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:			
Department or Division Summary:		Program Coordinator	
Separation of Division Summary.		The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's minority population,	
		the agency's customers, and the agency's stakeholders in accordance with its legislative mandates.	
amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$15,974	
otal Actually Spent:	Agency will provide next year	\$13,774	
Jun ronany spon.	Ingency will provide next year		
PERFORMANCE MEASURES			
ENFORMANCE MEASURES			

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide		
this information for each Performance Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the		
accountability report.		3
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop		
down box (see Types of Performance Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual		
value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target		
value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter		
the minimum level for this performance measure that the agency would find acceptable. Including a minimum		
acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If		
the agency did not utilize a particular performance measure during certain years, then enter the following next to the		
applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."		
A) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency		
required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in		
state government requires the agency to track this information, Federal if an entity in the federal government requires the		
agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to		
track this information and the agency selected it.		
dack hus huomation and the agency selected n.		
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		
are used to assess workload and the agency's criotis to address definitions. Output measures measure workload and		
efforts and should be the third priority. Example - # of business license applications processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are		
"what we use to do the work." They measure the factors or requests received that explain performance (i.e.		
explanatory), These measures should be the last priority. Example - # of license applications received		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 4.4.1 - Partner with up to three (3) colleges and/or universities to seek US Department of Education, block grants and/or other	
	discretionary grants to increase retention of minority students through the implementation of tutoring and mentoring programs by June 2016.	
Performance Measure:	College and University Partnerships related to the US Department of Education to collaborate on common objectives to keep students in school	
	and to excel.	
Type of Measure:	Output Measure	
Results		
2013-14 Actual Results (as of 6/30/14):	0	
2014-15 Target Results:	0	
2014-15 Actual Results (as of 6/30/15):	0	
2015-16 Minimum Acceptable Results:	3	
2015-16 Target Results:	3	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two	No	Insert any further
cells over)		explanation, if
		needed
What are the names and titles of the individuals who chose this as a performance measure?	Thomas Smith, Executive Director and George Dennis, African American Affairs Coordinator	
Why was this performance measure chosen?	To address poverty and deprivation through the improvement of educational achievement levels of the populations that we serve.	
	to address portery and depirtution drough the improvement of educational admetvement levels of the populations that We serve,	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? What are the names and titles of the individuals who chose the target value for 2015-16?	NA	

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Did not want to set an unrealistic goal or level, so decision was conservatively made.	
made on setting it at the level at which it was set?		
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	N/A	
reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		
POTENTIAL NEGATIVE IMPACT		
Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a		
result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most		
potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to,		
'Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside		
Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that		
level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General		
Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General		
Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it		
pecame a crisis. The House Legislative Oversight Committee will provide this information to all other House standing		
committees, but will not address it itself until the agency is under study.		
Aost Potential Negative Impact	This objective has been met	
evel Requires Outside Help		
Dutside Help to Request		
evel Requires Inform General Assembly		
General Assembly Options		
REVIEWS/AUDITS		
nstructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the		

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

	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
NA			
PARTNERS			

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

Current Partner Entity	Ways Agency Works with Current	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
	Partner	
Allen University	We are partnering in programs to reduce	University
	the high school drop out rate	

SC State University	We are partnering in programs to reduce University	
	the high school drop out rate	

Agency Responding	SC Commission for Minority Affairs		[
Date of Submission	March 30, 2016		
iscal Year for which information below pertains	2015-16		
			1
Relay is a template to complete for each Objective listed in the Strategy Objectives and Responsibility Chart	It is second and that the agency converse	month the data in this table into multiple other sub- sub-the interval like in the data in the later is the sub-	
Below is a template to complete for each objective listed in the strategy, Objectives and Responsibility Char	. It is recommended that the agency copy and	paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for	each separate Objective. The
gency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective	as a separate tab in the excel document. Label	l each Tab, "O_" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency	has any questions or needs any
issistance in completing the information below.			
itrategic Plan Context			
and description of Goal the Objective is helping accomplish:		Goal 4 - Secure adequate funding through the state budget and other sources to support work to eliminate the contributing	
		factors causing poverty in South Carolina's minority communities.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
and description of Strategy the Objective is under:		Strategy 4.4 - Seek federal and other funding on behalf of the state for the purpose of improving educational opportunities	
and dependence of brances, the objective is and of			
		for minority groups (African American, Asian American, Hispanic/Latino, and Native American Indian) in SC.	
Dejective			
Dijective # and Description:		Objective 4.4.2 - Partner with a minimum of one (1) South Carolina Native American Indian entity to seek US Department of	
		Justice and/or other grant to fund a tutoring and mentoring program for at-risk youth by June 2016.	
egal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		SC CMA will meet requirements set forth in our statute (South Carolina Code of Laws, Title 1, Chapter 31, Section 1-31-40,	
		Part A); and SC CMA increases minority community involvement with at risk youth through partnering with the Commission	
gency Programs Associated with Objective		and others to seek funding for tutoring and mentoring programs.	
rogram Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based	
		Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person	والمراجب والمتعادية والمحتور والمتعادية		
Name:		Marcy Hayden	
Number of Months Responsible:		12	
Position:		Program Coordinator	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:			
		Program Coordinator	
Department or Division Summary:		The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the State's	
		minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative mandates.	
Amount Budgeted and Spent To Accomplish Objective			
otal Budgeted for this fiscal year:		\$11,283	
otal Actually Spent:	Agency will provide next year		
	- Read - Contract - Contract - Contract		
ERFORMANCE MEASURES			
istructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this		1	
formation for each Performance Measure that applies to this objective			
) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability			
eport.			
) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down		1	
ox (see Types of Performance Measures explained below).			
) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the			
gency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency			
vanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for			
is performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will			
opefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular			
erformance 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."			
) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to	2		
eep track of this by the state or federal government," pick State from the drop down menu if an entity in state government			
equires the agency to track this information, Federal if an entity in the federal government requires the agency to track this			
aformation, or Only Agency Selected if there is no state or federal entity in the requires the agency to track this information and			
normation, or only Agency Selected in there is no state of redetal entity that requires the agency to track this information and ne agency selected it.			

Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures		
are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives,		
They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures		
should be the first priority. Example - % of licensees with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units.		
Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency		
measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used		
to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be		
the third priority. Example - # of business license applications processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what		
we use to do the work," They measure the factors or requests received that explain performance (i.e. explanatory). These		
measures should be the last priority. Example - # of license applications received		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 4.4,2 - Partner with a minimum of one (1) South Carolina Native American Indian entity to seek US Department of	
	Justice and/or other grant to fund a tutoring and mentoring program for at-risk youth by June 2016.	
Performance Measure:	Partnership with one (1) Native American entity to seek grant funding for tutoring and mentoring at-risk programs.	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14);	0	
2014-15 Target Results:	0	
2014-15 Actual Results (as of 6/30/15):	0	
2015-16 Minimum Acceptable Results:		
2015-16 Target Results:		
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells	No	Insert any further explanation, if
over)	140	
What are the names and titles of the individuals who chose this as a performance measure?	Thomas Smith, Executive Director, Marcy Hayden, Native American Affairs Program Coordinator	needed
Why was this performance measure chosen?	To now with at least one tribal entity.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Seek to build capacity	
	Thomas Smith, Executive Director, Marcy Hayden, Native American Affairs Program Coordinator	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on	Capacity of staff, time, capacity of Native American entities	
setting it at the level at which it was set?		
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or	N/A	
what resources are being diverted to ensure performance measures more likely to be reached, are reached?		
POTENTIAL NEGATIVE IMPACT		
Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of		
the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative		
impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside		
Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities		
to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform		
General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at		
which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General		
Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide		
this information to all other House standing committees, but will not address it itself until the agency is under study.		
Most Potential Negative Impact	The most potential negative impact of not seeking this grant and partnership would be that the CMA would not be able to	
	increase minority community involvement with at-risk youth through tutoring and mentoring programs. These programs are	
	needed in the state to help our students break the cycle of poverty. The CMA would consider planning for this type of grant in	
Level Requires Outside Help	the following fiscal year.	
Level Requires Outside Reip	The agency will need outside help from Native American Indian entities, other community, state and federal partners to	
	accomplish this goal. With regard to certain grants, CMA may not be able to apply directly for the funds, requiring the	
	assistance of a grant writer, evaluator, and other partners or consultants,	
Outside Help to Request	U.S. Department of Justice, SC Department of Juvenile Justice, SC Department of Education, SC Department of Mental	
	Health, Catawba Indian Nation, State Recognized entities, and universities and colleges.	
Level Requires Inform General Assembly	The General Assembly would not need to be notified, but the project would be continued in the following year's planning.	
3 General Assembly Options	No options are sequired	
a construction of them	No options are required.	

REVIEWS/AUDITS			
Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency			
which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of			
each Review and any other information generated by the entity performing the Review as copies may be requested when the			
agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please			
insert as many rows as needed.	II		
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
A preliminary inquiry conducted by the Office of the Inspoector General to collect information	Outside request.	Office of the Inspector General. The Office of the Inspector General is an external entity,	Began: 4/14/2015; Ended: 6/15/2015
PARTNERS			013
Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that			
help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency			
works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one			
partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit			
within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with			
every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As			
another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High			
Schools, instead of listing each high school in the county separately.			
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
US Department of Justice	Collaboration and Partnership	Federal agency	
SC Department of Juvenile Justice	Collaboration and Partnership	SC State agency	
SC Department of Education	Collaboration and Partnership	SC State agency	
SC Department of Mental Health	Collaboration and Partnership	SC State agency	
Catawba Indian Nation	Collaboration and Partnership	Private entity	
SC State Recognized entities	Collaboration and Partnership	Private entity	
Various Colleges and Universities	Collaboration and Partnership	Colleges and Universities	

Agency Responding	SC Commission for Minority Affairs	
Date of Submission	March 30, 2016	
Fiscal Year for which information below pertains	2015-16	
Instructions: Below is a template to complete for each Objective listed in the	Strategy, Objectives and Responsibility Chart. It is reco	mmended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separa
Objective. The agency needs to provide information in all the cells that are high	lighted. Please save the information related to each Object	tive as a separate tab in the excel document, Label each Tab, "O_" and insert the applicable numbers in the blanks (For example "O1,1,1"). NOTE: Call House Staff if the ager
has any questions or needs any assistance in completing the information below.	· · · · · · · · · · · · · · · · · · ·	
Strategic Plan Context	encercantes Const Medical International Const Sec.	
# and description of Goal the Objective is helping accomplish:		Goal 5 - Increase agency capacity through staff training opportunities.
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40
# and description of Strategy the Objective is under:		Strategy 5.1 - Provide professional development opportunities for agency staff.
Objective		
Objective # and Description:		Objective 5.1.1 - Identify up to twenty (20) training opportunities provided by the SC Department of Administration and other sources in-state
		and nationally, to increase agency capacity and staff knowledge by December 2015.
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40
Public Benefit/Intended Outcome:		When relevant training and professional development opportunities are provided to staff, agency capacity is increased and services to
		communities we serve are improved.
Agency Programs Associated with Objective		
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services
		Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives
Responsible Person		
Name:		Thomas Smith, Lauretha Whaley, Lori Brock, Marcy Hayden, Lee McElveen, George Dennis, Rogie Nelson, Benjamin Washington
Number of Months Responsible:		12
Position:		Agency Executive Director, Administrative Manager, Administrative Coordinator, Program Coordinators, Research Program Manager
		respectively
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205
Department or Division:		Administrative Services, Program Coordinators and Research and Policy Services
Department or Division Summary:		Administrative Services provides leadership, support, and direction for the agency. Program Coordinators oversee the agency's major
		program initiatives that serve members of the State's minority population, the agency's customers, and the agency's stakeholders in
		accordance with its legislative mandates, The Research and Policy Services initiative disseminates statistical data to state and local leaders
		and citizens as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:		\$8,719
Total Actually Spent:	Agency will provide next year	
	We Breaten in Section Section Comments	
PERFORMANCE MEASURES		

In the second	······		
Instructions: Please copy and paste the chart and questions below as many times as needed so			
the agency can provide this information for each Performance Measure that applies to this			
objective.			
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency			
did in the accountability report.			
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance			
measure from the drop down box (see Types of Performance Measures explained below).			
3) In the next set of cells enter the actual and target results for each year. Next to "Actual			
Results," enter the actual value the agency had for that performance measure at the end of that			
year. Next to "Target Results," enter the target value the agency wanted to reach for the			
performance measure for that year. Next to "Minimum acceptable level," enter the minimum level			
for this performance measure that the agency would find acceptable. Including a minimum			
acceptable level and target level will hopefully encourage the agency to continually set challenging			
targets each year. If the agency did not utilize a particular performance measure during certain			
years, then enter the following next to the applicable "Actual Results" and "Target Results," -			
"Agency did not use PM during this year."			
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell			
next to, "Is agency required to keep track of this by the state or federal government," pick State			
from the drop down menu if an entity in state government requires the agency to track this			
information, Federal if an entity in the federal government requires the agency to track this			
information, or Only Agency Selected if there is no state or federal entity that requires the agency			
to track this information and the agency selected it.			
Types of Performance Measures:			
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's			
actions. Outcome measures are used to assess an agency's effectiveness in serving its key			
customers and in achieving its mission, goals and objectives. They are also used to direct			
resources to strategies with the greatest effect on the most valued outcomes. Outcome measures			
should be the first priority. Example - % of licensees with no violations.			
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of			
time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency,			
productivity, and timeliness of agency operations. Efficiency measures measure the efficient use			
of available resources and should be the second priority. Example - cost per inspection			
Output Measure - A quantifiable indicator of the number of goods or services an agency			
produces. Output measures are used to assess workload and the agency's efforts to address			
demands. Output measures measure workload and efforts and should be the third priority.			
Example - # of business license applications processed.			
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery			
of a service. Inputs are "what we use to do the work." They measure the factors or requests			
received that explain performance (i.e. explanatory). These measures should be the last priority.			
Example - # of license applications received			
There are a manufacture of the providence of the			
How the Agency is Measuring its Performance Objective Number and Description	Ohia	ective 5.1.1 - Identify up to twenty (20) training opportunities provided by the SC Department of Administration and other sources in-	
Objective Humber and Description		and nationally, to increase agency capacity and staff knowledge by December 2015.	
Performance Measure:		cipate in training opportunities to increase agency capacity and staff knowledge	
Type of Measure:		/Explanatory/Activity Measure	
Results			
2013-14 Actual Results (as of 6/30/14):	0		
2014-15 Target Results:	0		
2014-15 Actual Results (as of 6/30/15):	0		
2015-16 Minimum Acceptable Results:	10		
2015-16 Target Results: Details	20		
	37		Tanada and Cardhan and Incontinue 10
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No		Insert any further explanation, if needed
explanation needed, two cens over			needeu

What are the names and titles of the individuals who chose this as a performance measure?		Thomas Smith, Executive Director	
Why was this performance measure chosen?		To increase professional development and productivity	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Increase training opportunities and document them when completed	
What are the names and titles of the individuals who chose the target value for 2015-16?		Thomas Smith. Executive Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Availability of training opportunities	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		N/A	
POTENTIAL NEGATIVE IMPACT			
Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact the agency thicks the General Assembly, should be put on notice of the level at which the optential negative impact has risen. Next to, "J General Assembly Options," enter there options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.			
Most Potential Negative Impact		This objective has been met.	
Level Requires Outside Help		This objective has been met.	
Outside Help to Request	1		
Level Requires Inform General Assembly			
3 General Assembly Options			
5 Seneral Assembly Options			
REVIEWS/AUDITS	1 contraction of the second		
Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began
	request, internal policy, etc.)		(MM/DD/YYYY) and Date Review
NA			Ended (MM/DD/YYYY)
PARTNERS			

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
SC Department of Administration	Provides training opportunities	State agency	

Agency Responding	SC Operation of Minister Arctin		
Agency Responding Date of Submission	SC Commission for Minority Affairs		
	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete tor each Objective listed in the Strategy, Objectives and R	esponsibility Chart. It is recommended t	hat the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version t	o complete for each separate Objective. T
agency needs to provide information in all the cells that are highlighted. Please save the information related	to each Objective as a separate tab in the	excel document, Label each Tab, "O_" and insert the applicable numbers in the blanks (For example "OI,1,1"), NOTE: Call House Staff	if the agency has any questions or needs
any assistance in completing the information below.			
	1		
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 5 - Increase agency capacity through staff training opportunities.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under;			
Objective		Strategy 5.1 - Provide professional development opportunities for agency staff.	
Objective # and Description:		Objective 5 1.2 Conducts a minimum of one (1) "Cheff David month Martine" to an and the first initial initiale initial initial initial initial initial initial initial	
objective " and Description.		Objective 5,1.2 - Conduct a minimum of one (1) "Staff Development Meeting" to connect staff with identified training opportunities that would enhance their professional development and performance by January 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:			
		When relevant training and professional development opportunities are provided to staff, agency capacity is increased and services to	
Agency Programs Associated with Objective		communities we serve are improved.	
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based Services	
· · · · · · · · · · · · · · · · · · ·		Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person		initiative, Sinali and Mutority Business Attairs initiative, Research and Policy initiatives	
Name:		Lauretha Whaley	
Number of Months Responsible:		Laucua whatey	
Position:		Administrative Manager	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Administrative Services	
Department or Division Summary:			
Department of Division Summary.		Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to Minority	
		Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic groups.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$8,719	
Total Actually Spent:	Agency will provide next year	30,112	
	ingency will provide next year		
PERFORMANCE MEASURES			
Instructions: Please copy and paste the chart and questions below as many times as needed so the agency			
can provide this information for each Performance Measure that applies to this objective,			
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the			
accountability report.			
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure			
from the drop down box (see Types of Performance Measures explained below).			
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter			
the actual value the agency had for that performance measure at the end of that year. Next to "Target			
Results," enter the target value the agency wanted to reach for the performance measure for that year. Next			
to "Minimum acceptable level," enter the minimum level for this performance measure that the agency			
would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the			
agency to continually set challenging targets each year. If the agency did not utilize a particular			
performance measure during certain years, then enter the following next to the applicable "Actual Results"			
and "Target Results," - "Agency did not use PM during this year,"			
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to,			
"Is agency required to keep track of this by the state or federal government," pick State from the drop down			
menu if an entity in state government requires the agency to track this information, Federal if an entity in			
the federal government requires the agency to track this information, or Only Agency Selected if there is no			
state or federal entity that requires the agency to track this information and the agency selected it,			

Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions.		
Outcome measures are used to assess an agency's effectiveness in serving its key customers and in		
achieving its mission, goals and objectives. They are also used to direct resources to strategies with the		
greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - %		
of licensees with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or		
other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and		
timeliness of agency operations. Efficiency measures measure the efficient use of available resources and		
should be the second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output		
Comparing answer - A quantitation of the number of goods of services an agency produces. Output		
measures are used to assess workload and the agency's efforts to address demands. Output measures		
measure workload and efforts and should be the third priority. Example - # of business license applications		
processed		
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a		
service. Inputs are "what we use to do the work." They measure the factors or requests received that		
explain performance (i.e. explanatory), These measures should be the last priority. Example - # of license		
applications received		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 5.1.2 - Conduct a minimum of one (1) "Staff Development Meeting" to connect staff with identified training opportunities that	
Cojective number and Description		
Performance Measure:	would enhance their professional development and performance by January 2016.	
r et tot mance tyteasure;	Attend a staff development meeting to identify training opportunities to enhance professional development	
Type of Measure:	Input/Explanatory/Activity Measure	
Results	input Expandioly Activity Measure	
2013-14 Actual Results (as of 6/30/14):		
2015-14 Actual Results (as 01 0/50/14). 2014-15 Target Results:		
2014-15 Actual Results (as of 6/30/15):	0	
2015-16 Minimum Acceptable Results:	1	
2015-16 Target Results:	1	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation	No	Insert any further explanation, if needed
needed, two cells over)		
What are the names and titles of the individuals who chose this as a performance measure?	Thomas Smith, Executive Director	
Why was this performance measure chosen?		
	LLO assist statt in identitying training goals and opportunities	
	To assist staff in identifying training goals and opportunities	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
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Level Requires Outside Help		
Outside Help to Request		
Level Requires Inform General Assembly		
3 General Assembly Options		
REVIEWS/AUDITS		7

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

("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE:

Responses are not limited to the number of rows below that have borders around them, please insert as

many rows as needed.

	Reason Review was Initiated (outside request, internal policy, etc.)	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
NA		
PARTNERS	in this is the second state of the second stat	
Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partner is the state of the		-

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

Current Partner Entity	Ways Agency Works with Current	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	7
	Partner		
Department of Administration	Provide training opportunities for state	State agency	1
	employees		

Agency Responding	SC Commission for Minority Affai	rs	
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective listed in the Stra	tegy, Objectives and Responsibility Chart. It is rea	commended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then h	ave a blank version to complete fo
		ed to each Objective as a separate tab in the excel document. Label each Tab, "O " and insert the applicable numbers in the blanks	
Call House Staff if the agency has any questions or needs any assistance in completin	g the information below.		
	-		
			· · · · · · · · · · · · · · · · · · ·
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 5 - Increase agency capacity through staff training opportunities.	
Legal responsibilities satisfied by Goal:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
# and description of Strategy the Objective is under:		Strategy 5.1 - Provide professional development opportunities for agency staff.	
Objective		Strategy 5.1 - Provide professional development opportunities for agency start.	
Objective # and Description:		Objective 5.1.3 - Attend a minimum one (1) professional development training opportunity that would enhance professional	
Objective # and Description.		development and performance by June 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		When relevant training and professional development opportunities are provided to staff, agency capacity is increased and	
Tublic Benefit Intended Outcome.		services to communities we serve are improved.	
Agency Programs Associated with Objective		services to communities we serve are improved.	
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based	-
i logiani ivanies.		Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person	CALL STREET, ST	Services initiative, Shah and Mittority Business Arian's initiative, Research and Porky initiatives	
Name:		Thomas Smith, Lauretha Whaley, Lori Brock, Marcy Hayden, Lee McElveen, George Dennis, Rogie Nelson, Benjamin	
Ivanic.		Washington	
Number of Months Responsible:		washington	
Position:		Agency Executive Director, Administrative Manager, Administrative Coordinator, Program Coordinators, Research Program	
r osmon.		Manager respectively	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Administrative Services, Program Coordinators and Research and Policy Services	
Department of Division.			
Department of Division Summary:		Administrative Services provides leadership, support, and direction for the agency. Program Coordinators oversee the	
		agency's major program initiatives that serve members of the State's minority population, the agency's customers, and the	
		agency's stakeholders in accordance with its legislative mandates. The Research and Policy Services initiative disseminates	
		statistical data to state and local leaders and citizens as the agency seeks to address the causes and effects of socioeconomic	
		poverty and deprivation in South Carolina	
Amount Budgeted and Spent To Accomplish Objective		814 200	
Total Budgeted for this fiscal year:		\$16,500	P
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES	and the second se		

Instructions: Please copy and paste the chart and questions below as many times as needed so the		
agency can provide this information for each Performance Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency		
did in the accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance		
measure from the drop down box (see Types of Performance Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results,"		
enter the actual value the agency had for that performance measure at the end of that year. Next to		
"Target Results," enter the target value the agency wanted to reach for the performance measure for		
that year. Next to "Minimum acceptable level," enter the minimum level for this performance		
measure that the agency would find acceptable. Including a minimum acceptable level and target		
level will hopefully encourage the agency to continually set challenging targets each year. If the		
agency did not utilize a particular performance measure during certain years, then enter the		
following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM		
during this year."		
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell		
next to, "Is agency required to keep track of this by the state or federal government," pick State		
from the drop down menu if an entity in state government requires the agency to track this		
information, Federal if an entity in the federal government requires the agency to track this		
information, or Only Agency Selected if there is no state or federal entity that requires the agency to		
track this information and the agency selected it.		
Types of Performance Measures:		
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's		
actions. Outcome measures are used to assess an agency's effectiveness in serving its key		
customers and in achieving its mission, goals and objectives. They are also used to direct resources		
to strategies with the greatest effect on the most valued outcomes. Outcome measures should be		
the first priority. Example - % of licensees with no violations.		
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of		1
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.		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 5.1.3 - Attend a minimum one (1) professional development training opportunity that would enhance professional	
· · · · · · · · · · · · · · · · · · ·	development and performance by June 2016.	
Performance Measure:	Each staff member attend one training opportunity to enhance professional development	
Type of Measure:	Input/Explanatory/Activity Measure	
Results		
2013-14 Actual Results (as of 6/30/14):	0	
2014-15 Target Results:	0	
2014-15 Actual Results (as of 6/30/15):	0	
2015-16 Minimum Acceptable Results:		
2015-16 Target Results:	1	
Details		
Does the state or federal government require the agency to track this? (provide any additional	Yes	Insert any further explanation, if
explanation needed, two cells over)		needed
What are the names and titles of the individuals who chose this as a performance measure?	Thomas Smith, Executive Director	
Why was this performance measure chosen?	To enhance the quality, productivity and effectiveness of the staff	

the target value was not reached in 2014-15, what changes were made to try and ensure it was eached?	N/A	
/hat are the names and titles of the individuals who chose the target value for 2015-16?	Thomas Smith, Executive Director	
That was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The availability and quality of training that was available to staff members and the time to dedicate to meeting this objective.	
ased on the performance so far in 2015-16, does it appear the agency is going to reach the target or 2015-16?	Yes	
the answer to the question above is "questionable" or "no," what changes are being made to try	N/A	
nd ensure it is reached or what resources are being diverted to ensure performance measures more		
kely to be reached, are reached?		
OTENTIAL NEGATIVE IMPACT		
istructions: Please list what the agency considers the most potential negative impact to the public		
at may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential		
egative Impact," enter the most potential negative impact to the public that may occur as a result		
the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the		
vel at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter		
e entities to whom the agency would reach out if the potential negative impact rises to that level.		
ext to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the		
eneral Assembly should be put on notice of the level at which the potential negative impact has		
sen. Next to, "3 General Assembly Options," enter three options for what the General Assembly		
build do to help resolve the issue before it became a crisis. The House Legislative Oversight		
ommittee will provide this information to all other House standing committees, but will not		
dress it itself until the agency is under study.		
lost Potential Negative Impact	This objective has been met	
evel Requires Outside Help		
utside Help to Request		
evel Requires Inform General Assembly		
General Assembly Options		

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

Matter(s) or Issue(s) Under Review		Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began
	request, internal policy, etc.)		(MM/DD/YYYY) and Date Review
			Ended (MM/DD/YYYY)
NA			
PARTNERS]

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

Current Partner Entity	Ways Agency Works with Current	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
	Partner	
SC Department of Administration	Provide training opportunities	State agency

Agency Responding	SC Commission for Minority Affair	78	
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
Instructions: Below is a template to complete for each Objective listed in the Strate	gy, Objectives and Responsibility Chart. It is recommer	nded that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a	blank version to complete for each
separate Objective. The agency needs to provide information in all the cells that are high	ghlighted: Please save the information related to each Ob	pjective as a separate tab in the excel document. Label each Tab, "O_" and insert the applicable numbers in the blanks (For exam	ple "O1.1.1"). NOTE: Call House Staf
if the agency has any questions or needs any assistance in completing the information b	below.		
Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:		Goal 5 - Increase agency capacity through staff training opportunities.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart	
# and description of Strategy the Objective is under:		Strategy 5.1 - Provide professional development opportunities for agency staff.	
Objective			
Objective # and Description:		Objective 5.1.4 - Identify, establish and maintain memberships and participation in up to three (3) state and national	
		organizations relevant to staff program areas by December 2015.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		Connecting with local and national organizations provides opportunities for agency staff to connect with our	
		communities through forums, conferences, trainings, etc.	
Agency Programs Associated with Objective			
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community	
		Based Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person			
Name:		Marcy Hayden, Lee McElveen, George Dennis, Benjamin Washington, Rogie Nelson and Benjamin Washington	
Tulino.		Marcy hayden, bee McDiveen, George Dennis, Benjanini washington, Kogie Neison and Benjanini washington	
Number of Months Responsible:		12	
Position:		All Program Ccoordinators except Benjamin Washington, who is a Research Program Manager	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Program Coordinators and Research and Policy Services	
Department or Division Summary:		The Commission's Program Coordinators oversee the agency's major program initiatives that serve members of the	
		State's minority population, the agency's customers, and the agency's stakeholders in accordance with its legislative	
		mandates; The Research and Policy Services initiative disseminates statistical data to state and local leaders and citizens	
		as the agency seeks to address the causes and effects of socioeconomic poverty and deprivation in South Carolina.	
		and approximate a second	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$5,000	
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency		
can provide this information for <u>each</u> Performance Measure that applies to this objective.		
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in		
the accountability report.		
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure		
from the drop down box (see Types of Performance Measures explained below).		
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter		
the actual value the agency had for that performance measure at the end of that year. Next to "Target		
Results," enter the target value the agency wanted to reach for the performance measure for that year.		
Next to "Minimum acceptable level," enter the minimum level for this performance measure that the		
agency would find acceptable. Including a minimum acceptable level and target level will hopefully		
encourage the agency to continually set challenging targets each year. If the agency did not utilize a		
particular performance measure during certain years, then enter the following next to the applicable		
"Actual Results" and "Target Results," - "Agency did not use PM during this year."		
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to,		
"Is agency required to keep track of this by the state or federal government," pick State from the drop		
down menu if an entity in state government requires the agency to track this information, Federal if an		
entity in the federal government requires the agency to track this information, or Only Agency Selected if		
there is no state or federal entity that requires the agency to track this information and the agency selected		
lit.		
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greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - %		
of licensees with no violations.		
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other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and		
timeliness of agency operations. Efficiency measures measure the efficient use of available resources and		
should be the second priority. Example - cost per inspection		
Output Measure - A quantifiable indicator of the number of goods or services an agency produces.		
Output measures are used to assess workload and the agency's efforts to address demands. Output		
measures measure workload and efforts and should be the third priority. Example - # of business license		
applications processed.		
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a		
service. Inputs are "what we use to do the work." They measure the factors or requests received that		
explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license		
applications received		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 5.1.4 - Identify, establish and maintain memberships and participation in up to three (3) state and national	
	organizations relevant to staff program areas by December 2015.	
Performance Measure:	Establish relationships with three (3) organizations that are relevant to staff programs	
Type of Measure:	Input/Explanatory/Activity Measure	
Results		
2013-14 Actual Results (as of 6/30/14):	0	
2014-15 Target Results:	0	
2014-15 Actual Results (as of 6/30/15):	0	
2015-16 Minimum Acceptable Results:	3	
2015-16 Target Results:	3	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation	No	Insert any further explanation, if needed
needed, two cells over)		
What are the names and titles of the individuals who chose this as a performance measure?	Thomas Smith. Executive Director	
Why was this performance measure chosen?	To ensure that agency staff mantains updated memberships in relevant organizations	
	The store of the second starting about a store of the sto	

Number of the state of independence show down the staget values for 2015-117 Interest Name Name, Naciana Director Number of the state of the st				
What was considered vote determining the local to at the super value 1001-51 (add voty was the constraints or fail in 100, 100, 100, 100, 100, 100, 100, 100	If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		Increased contact with relevant organizations to facilitate effective program initiatives	
Whet was considered when determining the look lot at the regrey state it 2015 If and why was the decision fully make of the ity is the decision fully make of the decision fully make make area if decision fully make of the decision fu	What are the names and titles of the individuals who chose the target value for 2015-16?		Thomas Smith Executive Director	
exception concentration concentration concentration constraint constrai				
Bade at the performance or for 1021-51.5 cm is upper 0 may approx (ping to reach be equip for 2015) Yes, CP Provide quantitative is integrational diver in the spectra of the spectra o				
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accomplishing the objective. Nex Tay. Tay Register dues to the log-"inter the level at which the segarcy thick belows it and could be lay extent to level at which the segarcy thick be correct a strate of the level at which the segarcy thick be correct as the level at which the segarcy thick be correct as the level at which the segarcy thick be correct as the level at which the segarcy thick be correct as the level at which the segarcy thick be correct as the level at which the segarcy thick be correct as the level at which the segarcy thick be correct as the level at which the segarcy thick be correct as the level at which the segarcy thick be correct as the level at which the segarcy thick be correct as the level at which the segarcy thick be correct as the level at which the segarcy thick be also be for it. The segarcy the level at which the segarcy thick be also be for it. The segarcy the level at which the segarcy thick be also be for it. The segarcy the level at which the segarcy thick be also be for it. The segarcy the level at which the segarcy thick be also be for it. The segarcy the level at which the segarcy thick be also be for it. The segarcy the level at which the segarcy thick be also be for it. The segarcy the level at which the segarcy thick be also be for it. The segarcy the level at which the segarcy thick be also be for it. The segarcy the level at which the segarcy thick be also be for it. The segarcy the level at which the segarcy thick be also be for it. The segarcy the level at which the segarcy thick be also be for it. The segarcy the level at which the segarcy thick be also be for it. The segarcy t	may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative			
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Level Requires Outside Help.	House standing committees, but will not address it itself until the agency is under study.			
Level Requires Outside Help.	Mast Data dal Nanctina Incorat			
Outside High to Request Image: Control Control Control Assembly Image: Control Contrel Contreconte Control Control Control Control Contro			Ins objective has been accomplished	
Level Requires Inform General Assembly Image: Control of the sense of the se				·
3 General Assembly Options Image: Control of the agency which cocurred during the past fiscal year that relates/impacts this objective. Retrictions: Below plase list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which cocurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be negaency work at have borders around them, please insert as many rows as needed. Entity Performing the Review and Whether Reviewing Entity External or Internal Date Review Began (MM/DD/Y) and Date Review Entity External or Internal NA Imate: Control of the agency is under the segency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners". Note, if there is a large list of partner prov and insert as many rows as necesary to list all of the partners. Note, if the garency works with che util, marker of prices that all fit withing a cortain grow partner per row and insert as many rows as necesary to list all of the partner. Note, if the garency works with che util, marker of prices that all fit withing a cortain grow or mainters. Note, if the garency works with che utility represented by the agency works with che utility represented by the agency works with the entity increases or points and represented partner individually. For example, if the agency works with che utility represented by rows as a necesary to list all of the partner. Note, if there is a large list of partner partner individually. For example, if the agency works with che utily core partner per row and insert as many rows				
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Partner Individual?				

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11:52 AM, 3/30/2016

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Agency Responding	SC Commission for Minority Affairs		
Date of Submission	March 30, 2016		
Fiscal Year for which information below pertains	2015-16		
		ppy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for	
	ective as a separate tab in the excel docun	nent, Label each Tab, "O_" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the a	gency has any questions or
needs any assistance in completing the information below.			
Strategic Plan Context	(Internet of the second s		
# and description of Goal the Objective is helping accomplish:		Goal 5 - Increase agency capacity through staff training opportunities,	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart	
# and description of Strategy the Objective is under:		Strategy 5.2 - Provide cross training opportunities for agency staff.	
Objective		Suddey 5/2 - Hovide cross daming opportantics for agency start.	
Objective # and Description:		Objective 5.2,1 - Conduct a minimum of one (1) staff development meeting for staff to identify areas and duties for cross training	
objective # and Description.	1	on other program areas and duties within CMA by January 2016.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		Cross-training staff will ensure that our agency can continue providing services to the communities that we serve when staff	
		shortages occur due to vacancies and other situations. This is important to an agency our size (10 FTE's) to ensure continuity in our communities.	
A game Descenting A game is the with Ob is offer		our communities.	
Agency Programs Associated with Objective		A friend American A friend hits in a Nation A friend hits tribution. Hits shall be a African A friend hits and a state of the state of	
Program Names:		African American Affairs Initiative, Native American Affairs Initiative, Hispanic/Latino Affairs Initiative, Community Based	
70. U.S. 10		Services Initiative, Small and Minority Business Affairs Initiative, Research and Policy Initiatives	
Responsible Person			
Name:		Thomas Smith and Lauretha Whaley	
Number of Months Responsible:		4	
Position:		Agency Executive Director and Administrative Manager	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		Administrative Services	
Department or Division Summary:		Administrative Services provides leadership, support, and direction for the agency. Includes all program activities related to	
		Minority Business, Community Based Services, Research, African Americans, Hispanic Latinos, Native Americans and other ethnic	
		groups.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		\$14,910	
Total Actually Spent:	Agency will provide next year		
	1		
PERFORMANCE MEASURES			
Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this			
information for <u>each</u> Performance Measure that applies to this objective.			
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability			
report			
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop			
down box (see Types of Performance Measures explained below).			
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the			
agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency			
wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level			
for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level			
will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular			
performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target			
Results," - "Agency did not use PM during this year."			
	1		
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required			
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Objective 5.2.1 - Conduct a minimum of one (1) staff development meeting for staff to identify areas and duties for cross training	
on other program areas and duties within CMA by January 2016.	
Conduct a minimum of one (1) meeting to designate cross-training "partners"	
Output Measure	
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No	Insert any further explanation
No	Insert any further explanation,
	Insert any further explanation, if needed
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REVIEWS/AUDITS			
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Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
NA			