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:	**Commission for Minority Affairs**
Date Request Submitted:	**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.

Submission Process

Note this Extension Request Form will be published online.

Agency	SC Commission for Minority Affairs
Date of Submission	12/15/15

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).

I.	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:	*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*
II.	History of Extensions			
		1	List the years in which the agency previously requested an extension, putting the years the extension was gratned in bold:	2015
III.	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.	

Submission Process

			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**			
		1	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.	*Lauretha Whaley, Agency Administrative Manager*
		2	Does the agency head, or designated person by the agency head, affirm that the information contained in this form from the agency is complete and accurate to the extent of his or her knowledge.	*Yes*
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

Submission Process

Submission Process

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).

I.	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
III.	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.	

Submission Process

			We are a small agency with 10 FTEs operating on a state-wide basis. As such, we are currently operating at 80% strength with eight full time staff members. While we have ongoing projects and programs, we are working very diligently to fulfill the requirement of completing an all-inclusive, comprehensive Agency Restructuring Report. We have been in contact with your office on several occasions to obtain guidance on how to successfully complete the charts required in this report. Ms. Jennifer Dotson and Mr. Charles Appleby were extremely helpful in explaining the intricacies of this report as well as some of the finer points of its intent which assisted us in our effort to complete it in a manner consistent with the established guidance and requirements put forward. In order to submit a detailed, comprehensive report, we respectfully request an extension for submission of the Agency Restructuring Report through March 31, 2016.	
IV.	Verfication			
		1	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.	*Thomas Smith, Agency Executive Director*
		2	Does the agency head, or designated person by the agency head, affirm that the information contained in this form from the agency is complete and accurate to the extent of his or her knowledge.	*Yes*
V.	Committee Response		**Leave this section blank.**	
		1	Date extension was granted:	
		2	Number of additional days granted:	
		3	New deadline for agency response:	

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.

Agency Name:	**SC Commission for Minority Affairs**
Date Report Submitted:	**March 30, 2016**
Agency Head	
First Name	Thomas
Last Name:	Smith
Email Address:	tsmith@cfma.sc.gov
Phone Number:	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 (*insert date agency submits report*)."
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.

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

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

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

OTHER INFORMATION	
	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 #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
1	Code of Laws, Title 1, Chapter 31, Section 1-31-10	State	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 below pertains	2015-16

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

Mission	The mission of the Commission for Minority Affairs is to alleviate the causes and effects of poverty and deprivation among members of the state's minority populations
Legal Basis for agency's mission	
Vision	The Commission serves as a research think-tank whose sole purpose relates to ethnic minorities, the socio-economic inequities confronting them, policies and laws affecting them, and programs and initiatives directed toward providing a greater level of prosperity for them and ultimately, for all South Carolinians. The Commission serves as a catalyst to facilitate economic prosperity and social equity for minorities in South Carolina. The agency serves as the point of contact for information regarding the State's minority populations, determines factors that contribute to poverty and deprivation, and creates and facilitates programs to alleviate poverty and deprivation. The South Carolina Commission for Minority Affairs is unique among 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 Affairs, Heritage Commissions, Indian Affairs Commissions, Cultural Affairs Commissions, Commissions on the Social Status of Black Males, and Fatherhood Commissions, etc.), the State of South Carolina has chosen to address the needs of its minority populations through a single state agency, the South Carolina Commission for Minority Affairs. The SC Commission for Minority Affairs has program initiatives in place designed to support the state's minority groups and community needs. These initiatives are as follows: • Community Based Services Initiative • Small and Minority Business Initiative • Research and Policy Initiative • Native American Initiative • African American Initiative • Hispanic/Latino Initiative The Commission seeks to focus on eight areas that contribute directly to poverty in South Carolina and thus are significant to the state's minority population. These areas are: • Fragile Families • Education Deprivation • Joblessness • Lack of Community/Economic Development • Lack of Small and Minority Business • Lack of Wealth Creation • Poor Health Status and Care • Disproportionate Minority Incarceration Based upon a recent review of the Commission, it is expected that the Commission's approach to fulfilling its mission will be systemic in nature. The agency's Board of Commissioners and staff will engage in strategic planning sessions designed to determine how the agency may best fulfill its mission and carry out the duties mandated by its statute. The Commission's funding levels have increased significantly over the past two fiscal years with increased state appropriations, the securing of a federal grant and the securing of several contracts to provide services for other state agencies. In response to constituents' requests and needs, and as a result of increased funding, the agency's constituent support has been at its greatest level during the past two fiscal years.
Legal 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 Standards Chart) should be included next to one of the agency's goals. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. SC Code 63-19-320 thru 63-19-450). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.
2) Under the "Goals and Description" column, enter the number and description of the goal which will help the agency achieve its vision (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). The agency should have 3-4 high level goals.
3) Under the "Describe how the Goal is SMART" column, enter the information which shows the goal is Specific, Measurable, Attainable, Relevant and Time-bound.
4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing the goal.
5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal. The Responsible Person has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives to accomplish the goal. In addition, this is the person who monitors the progress and makes any changes needed to the strategies and objectives to ensure the goal is accomplished. Under the "Position" column, enter the Responsible Person's position/title at the agency.

Legal Responsibilities Satisfied	**Goals & Description**	**Describe how the Goal is S.M.A.R.T.**	**Public Benefit/Intended Outcome**	**Responsible Person Name:**	**Number of months person has been responsible for the goal or objective:**	**Position:**
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	Specific 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	
Code of Laws, Title 1, Chapter 31, S	Goal 1 - Be the single point of contact for statistical data and information for South Carolina regarding minority communities, poverty and socio-economic deprivation.	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, S	Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public officials and stakeholders to affect change.	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.	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

Code of Laws, Title 1, Chapter 31, S	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.	The forms will enable the CMA staff to better provide improved services to the populations that it serves.	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)
Code of Laws, Title 1, Chapter 31, S	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.	Securing funding can aid in leveraging tax dollars. Targeted funding can be used to address needs related to poverty and deprivation, and can better serve each population impacted by systemic poverty and deprivation.	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)
Code of Laws, Title 1, Chapter 31, S	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 because as staff members increase their knowledge, they are able to perform more productively. **Attainable:** This training is attenable because 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) 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)

This is the next chart because once the agency determines its goals, and those responsible for each 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.									
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 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 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. 2) Under the "Strategic Plan Part and Description" column, enter the strategic plan part number and description (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). 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 objectives it submitted as part of the Accountability Report, it can copy and paste those into this 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 goal and objective is Specific, Measurable, Attainable, Relevant and Time-bound. 4) 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 who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives needed to accomplish the goal. The Responsible Person for an objective is the person who, in conjunction with his/her employees and approval from higher level superiors, sets the performance measure targets and 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									
Legal Responsibilities Satisfied:	***Strategic Plan Part and Description***	**How it is S.M.A.R.T.:**	**Public Benefit/Intended Outcome:**	**Responsible Person Name:**	**Number of months person has been responsible for the goal or objective:**	**Position:**	**Office Address:**	**Department or Division:**	**Department or Division Summary:**
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... Specific; Measurable; Attainable; Relevant; and 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						
Code of Laws, Title 1, Chapter 31, Section 1-31-40	**Goal 1 -Be the single point of contact for statistical data and information for South Carolina regarding minority communities, poverty and socio-economic deprivation.**	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.						

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.	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** 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.	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.	Benjamin Washington, Lauretha Whaley, Lori Brock	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	**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.	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 Svcs 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.
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.	Staff will survey state agencies to see what data they actually produce for the populations the CMA serves. Data will be requested annually from each agency	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.	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	**Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public officials and stakeholders to affect change.**	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.	The CMA staff developed and distributed the survey to over 450 official persons through the state. Survey information will continue to be collected throughout March 2016. The survey findings will be used to collaborate with stakeholders and the community on issues related to poverty and deprivation. The initial survey results will be published by June 2016 and updated annually.	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** 2.1.4 - 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.	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	Marcy Hayden, Lee McElveen, George Dennis, Benjamin Washington, Thomas Smith	12	Program Coordinators; Research Program Manager; Agency Exec Director	2221 Devine Street, Columbia, SC 29205	Program Ccoordinators for the Native American, Hispanic/Latino and African American Initiatives and Research Program Manager respectively	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 document entitled, "Review of CMA Statute, Regulations and Program Areas" to determine what legislative action, revisions or promulgation will be necessary by January 2016.	**Specific:** The staff will produce an internal document/report. **Measurable:** One document 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 address issues and other program areas.**Time-Bound:** This objective should be achieved 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 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.	**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 (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, 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	Nati ve American Affairs Initiative 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 I ; 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.	Thomas Smith and 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 entities 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 this task. **Relevant:** This requirement is addressed in our statute and regulations and will provide information about the application process for those wishing to apply. **Time-Bound:** This objective should be achieved by June 2016	SC CMA Staff will have provided technical assistance and instruction on the process of applying for State Recognition, ensuring increased knowledge among entities of the process and requirements as necessary.	Thomas Smith and 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** 2.3.4 - Fulfill 100% of requirements for state recognition process for petition cycle 9/1/2015 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.	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.	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	**Objective** 2.4.1 - At a minimum, two (2) CMA 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.	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.	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** 2.4.2 - 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 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.	Thomas Smith 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 other ethnic groups.
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.	**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 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.	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 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.	Thomas Smith and Lee McElveen	12	Agency Exec Director and Program Coordinator	2221 Devine Street, Columbia, SC 29205	Hispanic/Latino Affairs Initiative Program Coordinator	The South Carolina Hispanic Advisory Initiative will advise the Commission on issues concerning the Hispanic/Latino 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 1, 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.	The forms will enable the CMA staff to better provide improved services to the populations that it serves.						

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 Direcotr, 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 populations. **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	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** 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 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** 3.1.4 - Within 30 days of plan completion, CMA will begin to align program initiatives with agency strategic plan.	**Specific**: This objective is specific in that it requires the specific action of aligning the agency's program initiatives with its strategic plan.**Measurable**: This objective is measurable in that it requires that the agency's program initiatives, which are quantifiable, be aligned with its strategic plan.**Attainable:** This objective is obtainable because its requirement can be accomplished internally.**Relevant:** This objective is relevant to the work of the Commission in that it directly pertains to the future direction of the Commission as determined by its new strategic plan. **Time-bound:** The objective is time-bound because it is to be completed within 30-days of the completion of the agency's strategic plan.	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	9	Agency Executive Direcotr, 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
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 services needed by and from the staff. This will better enable the staff to document services needed to be provided to each population. Services can be analyzed by type on a periodic or as needed basis.	The forms along with the internal document will enable the CMA staff to better provide improved 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	**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** 3.2.2 - Train a minimum of eight (8) staff 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 customers, and the agency's stakeholders 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	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	**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.	**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.	This would allow the Commission to accomplish its mission of being a "catalyst" for economic prosperity 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.	Securing funding can aid in leveraging tax dollars. Targeted funding can be used to address needs related to poverty and deprivation, and can better serve each population impacted by systemic poverty and deprivation.						
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.								
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.	**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	Research Program Manager and Program Coordinator	2221 Devine Street, Columbia, SC 29205	Research and Policy	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.
NA	**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	12	Agency Exec Director and Administrative Manager	2221 Devine Street, Columbia, SC 29205	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.
N/A	**Strategy** 4.2 - Research and assess currently funded poverty and minority programs within the state to identify and reduce gaps in services.								

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.	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 and in what time frame, staff involvement and assignments, as well as collaborative partners.	A strategic framework increases and improves our knowledge and ability to determine 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.	Benjamin Washington	12	Research Program Manager	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 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, 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.	**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 this objective; **Time Bound:** Contract agreement has specific dates established for us to meet this objective	SC CMA Staff will close project, providing a report showing outreach efforts and the increased interest in the program by minority community members.	Marcy Hayden and Lauretha Whaley	12	Program Coordinator and Administrative Manager	2221 Devine Street, Columbia, SC 29205	Research and Policy Intiatives, Program Coordinator Initiatives 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. 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.

Code of Laws, Title 1, Chapter 31, Section 1-31-40	**Objective** 4.3.2 - Complete all contractual obligations for the US Deparment of Agriculture's "Rural Buiness Enterprise Grant" (RBEG) and one (1) final report by May 2016.	**Specific:** The Commission's Micro Business Development Program, supported by a grant from the USDA, will work to develop jobs in SC.**Measurable:** The goal of the Micro Business Development Program/USDA Grant is to create at least 30 jobs. The Commission will evaluate and quantify the job creation objective of the program by surveying all of those clients that have benefitted from the resources that the grant program provides.**Attainable:** This object is attainable as there are partnership potential in most situation and organization that support minority populations. **Relevant:** A core mission of the Commission is "to serve as a liaison with community leaders, businesses, and elected officials to build the infrastructure needed to foster economic prosperity among the minority population." One of our focus areas at the Commission is the development and expansion of minority owned businesses as a means to foster economic prosperity among ethnic minorities in the state. The RBEG Grant supported this mission by providing funding.**Time Bound:** The Micro Business Development program is supported by the RBEG Grant, of which the Commission reports its accomplishments on a quarterly and annually basis.	The purpose of the RBEG Grant from USDA is to create at least 30 jobs in some of the poorest areas of SC.	Rogie Nelson, Lauretha Whaley and Benjamin Washington	12	Program Coordinator; Administrative Manager and Research Program Manager	2221 Devine Street, Columbia, SC 29205	Small and Minority Business Program Initiative, Administrative Services and Research and Policy Initiatives	The **Small and Minority Business Initiative** promotes social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance, and provide information for microloan programs. **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.
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.	Identifying federal and other funding can help to leverage scarce resources. The CMA can work with other agencies and partner on various grants to assist with outreach and other partnerships. Funding will be sought on a quarterly or as needed basis.	Increased federal, foundation and other funding sources can help leverage resources and better target communities and groups throughout the state negatively impacted by systemic poverty.	Benjamin Washington	12	Research Program Manager	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 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** 4.3.4 - 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.	Identifying and obtaining federal and other funding sources can help to leverage scarce resources. The CMA can work with other organizations and agencies to partner on various grants to assist with outreach and other partnerships. Funding will be sought on a quarterly or as needed basis.	Identification of grants with organizations can increase collaboration and result in meeting the needs of underserved populations located in communities statewide.	Benjamin Washington, Marcy Hayden and Lee McElveen	12	Research Program Manager and Program Coordinators	2221 Devine Street, Columbia, SC 29205	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

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.	Marcy Hayden, Lee McElveen, George Dennis, Benjamin Washington, Rogie Nelson	12	Research Program Manager and Program Coordinators	2221 Devine Street, Columbia, SC 29205	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	**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.	**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	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.	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 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** 4.4.2 - 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	2221 Devine Street, Columbia, SC 29205	Native American Affairs Program 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	**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 because as staff members increase their knowledge, they are able to perform more productively. **Attainable:** This training is attenable because 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.						
N/A	**Strategy** 5.1 - Provide professional development opportunities for agency staff.								
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.	**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	When relevant training and professional development opportunities are provided to staff, agency capacity is increased and services to communities we serve are improved.	Thomas, Smith, Marcy Hayden, Lee McElveen, George Dennis, Benjamin Washington, Lauretha Whaley, Lori Brock, Rogie Nelson	12	All staff listed above	2221 Devine Street, Columbia, SC 29205	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 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** 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.	**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; **Time Bound:** Objective should be completed by January 2016.	When relevant training and professional development opportunities are provided to staff, agency capacity is increased and services to communities we serve are improved.	Lauretha Whaley	12	Administrative Manager	2221 Devine Street, Columbia, SC 29205	Adminisrative 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** 5.1.3 - Attend a minimum one (1) professional development training opportunity that would enhance professional development and performance by June 2016.	**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 opportrunities 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	When relevant training and professional development opportunities are provided to staff, agency capacity is increased and services to communities we serve are improved.	Marcy Hayden, Lee McElveen, George Dennis, Benjamin Washington, Lauretha Whaley, Lori Brock, Rogie Nelson	12	All staff listed above	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 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** 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.	Connecting with local and national organizations provides opportunities for agency staff to connect with our communities through forums, conferences, trainings, etc.	Marcy Hayden, Lee McElveen, George Dennis, Benjamin Washington, Lauretha Whaley, Rogie Nelson	12		2221 Devine Street, Columbia, SC 29205	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 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** 5.2 - Provide cross training opportunities for agency staff.								

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.	**Specific:** Objective will provide cross training of agency staff; **Measurable:** Conduct at least one meeting to identify dates for cross training; **Attainable:** Current staff will be identified to cross train in other areas; **Relevant:** This will ensure continuity in the communities we are mandated to serve in the event of staff shortages; **Time Bound:** Objective should be met by January 2016	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.	Thomas Smith and Lauretha Whaley	12		2221 Devine Street, Columbia, SC 29205	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 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

Associated Programs

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

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

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

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

Associated Programs

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** 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 conditions in our 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.
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** 2.1.1 - 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 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.
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** 2.1.3 - 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 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.
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** 2.2.1 - Produce one (1) "Key Findings Regarding Promulgation of Regulations for SC CMA" report to the CMA Board and Staff by December 2015.

Associated Programs

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's 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.

Associated Programs

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 technical 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.	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.
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.

Associated Programs

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** 4.3.1 - 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 Deparment 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	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** 4.3.4 - 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.	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.
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** 4.4.1 - 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.	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.

Associated Programs

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** 5.1.2 - 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, 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, 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.

Associated Programs

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.

Associated Programs

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.

Associated Programs

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.

Associated Programs

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** 4.4.1 - 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.
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.

Associated Programs

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.

Associated Programs

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.

Associated Programs

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.	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.

Associated Programs

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 Deparment 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.

Associated Programs

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 and 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 maintain 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.

Associated Programs

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	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** 2.2.2 - 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.

Associated Programs

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.

Associated Programs

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** 2.4.4 - 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.	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.

Associated Programs

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, capacity building, outreach and program services 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** 4.1.1 - 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** 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** 4.2.1 - 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** 4.3.1 - 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** 4.3.2 - 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** 4.3.3 - 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.

Associated Programs

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.

Associated Programs

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 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** 1.1.1 - 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.

Associated Programs

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.

Associated Programs

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.

Associated Programs

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 Deparment 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.

Associated Programs

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.	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.
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** 1.1.2 - 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.

Associated Programs

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	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** 2.1.1 - 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	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** 2.1.2 - 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	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** 2.1.3 - Publish one (1) annual report with survey response to the CMA Board and stakeholders 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** 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.

Associated Programs

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.	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.
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	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** 3.2.1 - Develop one (1) CMA technical assistance, outreach, capacity building and information/referral processes internal document and up to three (3) forms by October 2015.

Associated Programs

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.	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.
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** 3.3.2 - 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	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** 4.1.2 - 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.
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** 4.2.1 - Create one (1) strategic framework document and/or work plan for accomplishing a multi-year research project by June 2016.

Associated Programs

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.	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.
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** 4.3.3 - 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.	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.
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** 4.3.5 - 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.

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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.	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.
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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.
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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** 1.1.3 - 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.
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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** 2.1.2 - 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.	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.
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** 2.2.1 - 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.	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.

Associated Programs

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's 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.	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.
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** 2.4.3 - 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.	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
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** 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.	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.
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** 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.	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.
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** 3.2.2 - Train a minimum of eight (8) staff on processes to ensure timely response rates by November 2015.

Associated Programs

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** 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.
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** 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.
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** 4.1.1 - 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.	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.
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** 4.2.1 - 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.	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.
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** 4.3.2 - Complete all contractual obligations for the US Deparment of Argriculture's "Rural Business Enterprise Grant" (RBEG) and one (1) final report by May 2016.

Associated Programs

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 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** 4.3.4 - 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.
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** 4.3.5 - Research and identify a minimum of three (3) grants for programs and initiatives 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** 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.
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** 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.
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** 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.
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** 5.1.3 - Attend a minimum one (1) professional development training opportunity that would enhance professional development and performance by June 2016.

Associated Programs

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** 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.	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.

Strategic Budgeting

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

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

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

Part A Instructions: **Estimated Funds Available this Fiscal Year (2015-16)**
1) Please enter each source of funds for the agency in a separate column. Group the funding sources however is best for the agency (i.e. general appropriation programs, proviso 18.2, proviso 19.3, grant ABC, grant XYZ, Motor Vehicle User Fees, License Fines, etc.) to provide the information requested below each source (i.e. state, other or federal funding; recurring or one-time funding; etc.). The agency is not restricted by the number of columns below so please delete or add as many as needed. **However the agency chooses to group its funding sources, it should be clear through Part A and B, how much the agency estimates it has available to spend and where the agency has budgeted the funds it has available to spend.**

Part B Instructions: **How Agency Budgeted Funds this Fiscal Year (2015-16)**
1) Enter each agency objective and description (i.e. Objective 1.1.1 - insert description of objective). The agency can insert as many rows as necessary so that all objectives are included.
2) After entering all of the objectives, enter each "unrelated purpose" for which money received by the agency will go (i.e. Unrelated Purpose #1 - insert description of unrelated purpose) on a separate row. An "unrelated purpose" is money the agency is legislatively directed to spend on something that is not related to an agency objective (i.e. pass through, carry forward, etc.).
3) Enter how much money from each source of funds the agency budgets to spend on each objective and unrelated purpose. The "Total budgeted to spend on objectives and unrelated purposes" for each source of funds in Part B should equal the "Amount estimated to have available to spend this fiscal year" in Part A.

	Explanations from the Agency regarding Part A:		*Insert any additional explanations the agency would like to provide related to the information it provides below.*					
PART A	Source of Funds:	Totals	*General Appropriations*	*Other Funds-Bingo*	*Other Funds - Authorization*	*USDA RBEG*	*Insert name of Source of Funds #5*	*Etc.*
Estimated Funds Available this Fiscal	Is the source state, other or federal funding:	Totals	*State*	*State*	*Other Funds*	*Federal*	*State, Federal or Other Funds?*	*State, Federal or Other Funds?*
	Is funding recurring or one-time?	Totals	*Recurring*	*Recurring*	*one time funds - raised by agency*	*One time funding*	*Recurring or one-time funding?*	*Recurring or one-time funding?*
	$ From Last Year Available to Spend this Year							
	Amount available at end of previous fiscal year	$ 105,160.00	$ 36,606.00	$ 28,447.00	$ 40,107.00	$ -		
	Amount available at end of previous fiscal year that agency can actually use this fiscal year:	$ 105,160.00	$ 36,606.00	$ 28,447.00	$ 40,107.00	$ -		
	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							
	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 explanations the agency would like to provide related to the information it provides below.*					
PART B **How Agency Budgeted Funds this Fiscal Year** **(2015-16)**	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.
	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 objective: ***Remember to include a colon (:) at the end of each objective and unrelated purpose description***							
	Objective 1.1.2 - insert description of objective:							
	etc.							
	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.	$ 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				

Strategic Budgeting

	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.	$ 31,535.54	$ 26,181.86	$ 5,353.68				
	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.	$ 30,849.34	$ 22,789.11	$ 8,060.23				
	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.	$ 14,582.08	$ 13,082.08	$ 1,500.00				
	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.	$ 14,582.08	$ 13,082.08	$ 1,500.00				
	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.	$ 14,582.08	$ 13,082.08	$ 1,500.00				
	Objective 2.3.4 - Fulfill 100% of requirements for state recognition process for petition cycle 9/1/2015 by June 2016.	$ 14,582.08	$ 13,082.08	$ 1,500.00				
	Objective 2.4.1 - At a minimum, two (2) CMA staff will have joined the SC Human Trafficking Task Force by December 2015.	$ 19,012.91	$ 13,659.23	$ 5,353.68				
	Objective 2.4.2 - Seek a minimum of $250,000 in additional funding for this new initiative and statutory duties by June 2016.	$ 15,409.60	$ 13,909.60	$ 1,500.00				
	Objective 2.4.3 - Create one (1) "SC CMA Human Trafficking Policy and Procedures Manual" for initiative by June 2016.	$ 21,827.26	$ 16,473.58	$ 5,353.68				
	Objective 2.4.4 - Amend Human Trafficking Legislation (S. 196) to reflect adequate funding to carry out duties and other amendments by December 2015	$ 15,044.26	$ 9,690.58	$ 5,353.68				
	Objective 3.1.1 - Conduct a minimum of one (1) agency-wide strategic planning meeting for new "CMA Agency Strategic Plan" by December 2015.	$ 30,849.34	$ 22,789.11	$ 8,060.23				
	Objective 3.1.2 - Research and identify a minimum of one (1) unique need for each population served by the CMA by December 2015.	$ 17,136.68	$ 11,783.00	$ 5,353.68				
	Objective 3.1.3 - Develop one (1) draft "CMA Agency Strategic Plan" internal document by June 2016.	$ 30,849.34	$ 22,789.11	$ 8,060.23				
	Objective 3.1.4 - Within 30 days of plan completion, CMA will begin to align program initiatives with agency strategic plan.	$ 30,849.34	$ 22,789.11	$ 8,060.23				
	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.	$ 21,003.26	$ 15,567.12	$ 5,436.14				
	Objective 3.2.2 - Train a minimum of eight (8) staff on processes to ensure timely response rates by November 2015.	$ 26,539.11	$ 21,102.97	$ 5,436.14				
	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.	$ 25,378.22	$ 18,400.61	$ 6,977.61				
	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. Portion of funds used towards training activities i.e. capacity building for non profits, microbusinesses, board member training, strategic planning activities	$ 112,563.88	$ 80,586.27	$ 6,977.61	$ 25,000.00			

	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	$ 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	$ 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	$ 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 Deparment 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.	$ 17,460.54	$ 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 Affairs
	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 report:		
	Agency's understanding of the intent of the report:		
	Year agency was first required to complete the report:		
	Reporting frequency (i.e. annually, quarterly, monthly):		
	Information on Most Recently Submitted Report		
Information in all these rows should be for when the agency completed the report most recently	Date Report was last submitted:		
	Timing of the Report		
	Month Report Template is Received by Agency:	November 2015	June 2015
	Month Agency is Required to Submit the Report:	January 12, 2016, with an extension granted for corrected date of March 31, 2016.	September 2015
	Where Report is Available & Positive Results		
	To whom the agency provides the completed report:	House Legislative Oversight Committee	Executive Budget Office
	Website on which the report is available:	House Legislative Oversight Committee	SC House of Representatives
	If it is not online, how can someone obtain a copy of it:		
	Positive results agency has seen 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		
Does the agency have any recommendations, minor or major, for restructuring?	No	
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**	
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 of the document so the proper drop down menues can be available in the other tabs.	Completion not required.
Is Performance Measure Required?	
State	
Federal	
Only Agency Selected	
Type of Performance Measure	
Outcome	
Efficiency	
Output	
Input/Explanatory/Activity	
Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
State/Local Government Entity	
College/University	
Business, Association or Individual	
Does the Agency have any restructuring recommendations	
Yes	
No	
Does the agency believe this year's Restructuring Report was less burdensome than last year's?	
Yes	
No	

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

Position:		Research and Policy Initiatives 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.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		$26,340	
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.			

<u>Types of Performance Measures</u>: ***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** 1.1.1 - 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 Minimum Acceptable Results:		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 adminstrators 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.			
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 disssseminate 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 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			
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?**	
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 Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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			
Total Budgeted for this fiscal year:		$26,340	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

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

Types of Performance Measures: ***Outcome Measure*** - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations. ***Efficiency Measure*** - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection ***Output Measure*** - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed. ***Input/Explanatory/Activity Measure*** - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received			
How the Agency is Measuring its Performance			
Objective Number and Description		**Objective** 1.1.2 - 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 2015 SC County Statistical Abstract	
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 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			

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

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** 1.1.3 - 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.	
Legal 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 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			
Total Budgeted for this fiscal year:		$26,340	
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			
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:		1 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 why was the decision finally made on setting it at the level at which it was set?		One report needed with recommendations per statute requirement	
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.			
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 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			
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?**	
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 Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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			
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:		$26,340	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective. 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below). 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year." 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.			
Types of Performance Measures: ***Outcome Measure*** - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations. ***Efficiency Measure*** - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection ***Output Measure*** - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed. ***Input/Explanatory/Activity Measure*** - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received			
How the Agency is Measuring its Performance			
Objective Number and Description		**Objective** 1.2.1 - 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			
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 (1) completed Survery Report	
2015-16 Target Results:		One (1)completed Survery Report	
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. Thomas Smith, Executive Director; Mr. Ben Washington, Research and Policy Initiatives; 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?		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 decision finally made on setting it at the level at which it was set?		In-house resources to complete the task as well as responses from all state agencies to assist us with providing the information.	
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.			
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 statistical abstracts.	
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.	
Outside Help to Request		If outside help were necessary, the agency would contract with a private consultant to assist with the facilitation of collaborative efforts.	
Level Requires Inform General Assembly		If the objective could not be accomplished the General Assembly would be informed.	
3 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	
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.			
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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.	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 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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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** 2.1.1 - 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			
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	
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.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		$16,779	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective. 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below). 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year." 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.			
Types of Performance Measures: ***Outcome Measure*** - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations. ***Efficiency Measure*** - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection ***Output Measure*** - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed. ***Input/Explanatory/Activity Measure*** - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received			
How the Agency is Measuring its Performance			
Objective Number and Description		**Objective** 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):		0	
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, stakeholders, local, county officials and stakeholders	
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?		All Program Coordinators and staff: Ms. Lori Brock, Administrative Assistant; Rogie 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 decision finally made on setting it at the level at which it was set?		One updated database of elected officials state, local, county and 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 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.			
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 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			
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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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 2.1.2 - 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	
Responsible Person			
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.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		$16,779	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective. 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below). 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year." 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.			
Types of Performance Measures: ***Outcome Measure*** - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations. ***Efficiency Measure*** - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection ***Output Measure*** - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed. ***Input/Explanatory/Activity Measure*** - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received			
How the Agency is Measuring its Performance			
Objective Number and Description		**Objective** 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.	
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):		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 was the decision finally made on setting it at the level at which it was set?		An annual survey to our stakeholders and others to get feedback was chosen to assist the CMA in fulfilling duties under our statute and legislative mandates.	
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			
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 report.	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 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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

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.	
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	
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:		$16,779	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective. 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below). 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year." 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.			
Types of Performance Measures: ***Outcome Measure*** - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations. ***Efficiency Measure*** - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection ***Output Measure*** - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed. ***Input/Explanatory/Activity Measure*** - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received			
How the Agency is Measuring its Performance			
Objective Number and Description		**Objective** 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):		0	
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?		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 decision 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 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.			
Most Potential Negative Impact		CMA's Board and stakeholders would not know the results of the survey designed to determine both public and 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 dissseminate 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 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			
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	NA	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, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

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 2.1.4 - 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.	
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	
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:		$16,719	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

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

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. 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?		Ms. Marcy Hayden, Native American Affairs Coordinator; Lee McElveen, Hispanic Affairs Program Coordinator; George Dennis, African 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 setting it at the level at which it was set?		CMA statute and needs of the minority community.	
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			
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 CMA would be out of compliance with its statute which could negatively impact the state's minority populations.	
Level Requires Outside Help		Outside help would be required if there were internal issues that prevented the convening of the Advisory Committee meeting as required.	
Outside Help to Request		If outside help were required, assistance from the General Assembly would be requested.	
Level Requires Inform General Assembly		The General Assembly would be informed if the agency were not in compliance with its statute.	
3 General Assembly Options		Have the General Assembly establish an Ad Hoc committee to carry out this function; Reevaluate the process of forming advisory committees; Have Governor's Office designate a representative(s) from each Congressional District.	
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			
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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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, 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			
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 ***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		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? (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 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 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?		One report needed internally for CMA Board of Commissioners and staff to use to carryout duties under 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 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.			
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			
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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

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 2.2.2 - 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			
Name:		Marcy Hayden, Lee McElveen, George Dennis, Benjamin Washington	
Number of Months Responsible:		12	
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			
Total Budgeted for this fiscal year:		$31,536	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

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

Objective Number and Description		**Objective** 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 additional explanation needed, two cells over)		Yes	Required by State to review every 5 years.
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 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?		One report needed internally for CMA Board of Commissioners and staff to use to carryout duties under 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 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.			
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			
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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

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 2.2.3 - 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.	
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, 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 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** 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:		Review of CMA Statute and Program Areas: Human Trafficking Program, Small and Minority Business Assistance Program, Workers Compensation Act	
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:		0	
2015-16 Target Results:		4	
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 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?		Statute and regulation revisions through promulgation, bill, or proviso to include four pieces of legislation filed for the 2015-2016 legislative session.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		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 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			
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			
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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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** 2.3 - Determine, approve and acknowledge by certification, state recognition for Native American Indian entities on behalf of the State of South Carolina.	
Objective			
Objective # 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.	
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			
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 Marcy Hayden	
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.	
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 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** 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 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?		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?		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?		Once a Native American entity is recognized by CMA on behalf of the State (Statutory Authority), a Concurrent 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 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		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)
NA	NA	NA	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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

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** 2.3 - Determine, approve and acknowledge by certification, state recognition for Native American Indian entities on behalf of the State of South Carolina.	
Objective			
Objective # 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.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended Outcome:		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 I ; 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.	
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 and Marcy Hayden	
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 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			
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 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 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** 2.3.2 - 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	
Type of Measure:		Output	
Results			
2013-14 Actual Results (as of 6/30/14):		2	
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 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?		Two cycles are required by law each year (September 1 and April 1).	
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 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 Recogntion process; Contact a Native American expert to come in and oversea the State Recognition process.	
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)
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?**	
SC 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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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** 2.3 - Determine, approve and acknowledge by certification, state recognition for Native American Indian entities on behalf of the State of South Carolina.	
Objective			
Objective # and Description:		**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.	
Legal responsibilities satisfied by Objective:		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, ensuring increased knowledge among entities of the process and requirements as necessary.	
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 and Marcy Hayden	
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 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			
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 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** 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.	
Performance Measure:		Two SC State Recognition Application Workshops to be conducted	
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:		0	
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?		To assist agency with fulfilling 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 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?		Conduct two trainings per year prior to State Recognition application submissions, to assist applicants with the application process.	
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 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 as required by state law.	
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.			
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			
***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 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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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:		**Strategy** 2.3 - Determine, approve and acknowledge by certification, state recognition for Native American Indian entities on 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			
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 Marcy Hayden	
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 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			
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 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** 2.3.4 - Fulfill 100% of requirements for state recognition process for petition cycle 9/1/2015 by June 2016.	
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:		0	
2014-15 Actual Results (as of 6/30/15):		0	
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 additional explanation needed, two cells over)		Yes	
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)	
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?		Agency must fulfill 100% of requirement for State Recognition each cycle (September 1 and April 1); function of CMA per 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 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 did not fulfill 100% of the requirements for state recogntion for the September 2015 cycle by June 2016, the agency 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.	
3 General Assembly Options		We don't foresee any situations 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 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:			
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 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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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** 2.4.1 - At a minimum, two (2) CMA staff will have joined the SC Human Trafficking Task Force by December 2015.	
Legal responsibilities satisfied by Objective:		Code of Laws, Title 1, Chapter 31, Section 1-31-40	
Public Benefit/Intended 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 mandates.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		$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) 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.			

<u>Types of Performance Measures</u>: ***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>How the Agency is Measuring its Performance</u>			
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 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 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 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			
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?**	
Human Trafficking Task Force	The Commission works with the Task Force to prevent human trafficking in the State of South Carolina	State entity	

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 recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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	
Responsible Person			
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	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

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

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 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?		This is a legislative mandate	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		No - Questionable	
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?		Depends on funding as allocated be the Governor and the Legislature	
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 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			

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?**	
Human Trafficking Task Force	The Commission works with the Task Force to prevent human trafficking in the State of South Carolina.	State entity	

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 recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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** 2.4.3 - Create one (1) "SC CMA Human Trafficking Policy and Procedures Manual" for initiative by June 2016.	
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. 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** 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 Results:		NA	
2014-15 Actual Results (as of 6/30/15):		NA	
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?		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 level at which it was set?		One manual needs to be created to assist the Agency's mandates	
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		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			
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 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			
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?**	
Human Trafficking Task Force	The Commission works with the Task Force to prevent human trafficking in the State of South Carolina.	State entity	

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

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** 2.4.4 - 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			
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 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** 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	
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:		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			

Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)		Yes. We will create reports to track incidents reported through use of the Hotline.	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?		NA	
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?		Funding for the Human Trafficking Hotline per statute.	
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 ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		This depends upon budgetary funding from the General Assembly.	
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, 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 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			
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?**	
Human Trafficking Task Force	The Commission works with the Task Force to prevent human trafficking in the State of South Carolina.	State entity	

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

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** 3.1.1 - 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 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** 3.1.1 - Conduct a minimum of one (1) agency-wide strategic planning meeting for new "CMA 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	
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)
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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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** 3.1.2 - 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 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** 3.1.2 - Research and identify a minimum of one (1) unique need for each population served by the CMA by December 2015.	
Performance Measure:		Research and identify a minimum of one (1) unique need for each population served	
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:		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	
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?		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 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?		It is an Agency mandate to reduce education disparities	
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.			
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)
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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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** 3.1.3 - Develop one (1) draft "CMA Agency Strategic Plan" internal document by June 2016.	
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 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 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** 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 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?		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 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?		An Agency Strategic Plan document is needed	
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.			
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			
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 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			
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?**	
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 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 recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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 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 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** 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 Target Results:		Complete implementation of the CMA plan	
Details			

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	
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 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?		Considered the implementation of CMA Strategic plan	
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.			
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			
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 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			

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

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** 3.2 - Determine and approve new technical assistance, information and referral and outreach process and/or policy.	
Objective			
Objective # and Description:		**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.	
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 provide improved services to the populations that it serves.	
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, Rogie Nelson, Benjamin Washington	
Number of Months Responsible:		12	
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	
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:		$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. 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** 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.	
Performance Measure:		Generate official forms for documenting technical assistance	
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:		Create forms to document and follow up on technical assistance, capacity building, etc. for the communities that we serve.	
2015-16 Target Results:		Implementation of forms for technical assistance, capacity building, etc.	
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?		Executive Director Thomas Smith	
Why was this performance measure chosen?		To assist in documenting technical assistance, capacity building and follow up activities for the communities that we serve.	
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?		Executive Director Thomas Smith	
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?		Procedure to document technical assistance, capacity building, etc. to standardize and document CMA processes.	
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.			
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 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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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** 3.2 - 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 ethnic groups.	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		$26,539	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective. 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below). 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year." 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.							
Types of Performance Measures: ***Outcome Measure*** - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations. ***Efficiency Measure*** - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection ***Output Measure*** - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed. ***Input/Explanatory/Activity Measure*** - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received							
How the Agency is Measuring its Performance							
Objective Number and Description		**Objective** 3.2.2 - Train a minimum of eight (8) staff members on processes to ensure timely response rates by November 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					
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 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 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 finally made on setting it at the level at which it was set?		Increase organizational capacity; eight (8) staff members to be trained.					
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		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 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							
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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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			
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:		$25,378	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

11:33 AM, 3/30/2016

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** 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.	
Performance Measure:		Develop Agency Training Index	
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	
2015-16 Minimum Acceptable Results:		1 Agency Index	
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?		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 finally made on setting it at the level at which it was set?		Increase organizational capacity.	
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		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.	
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 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			

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

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** 3.3.2 - 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			
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 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** 3.3.2 - 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			
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 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 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 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 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 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			
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)
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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

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			
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:		Research Program Manager and Program Coordinator, respectively	
Office Address:		2221 Devine Street, Suite 408, Columbia, SC 29205	
Department or Division:		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.			
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** 4.1.1 - 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	
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?		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.			

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?**	
SC General Assembly	Approval of the budget request for funding	State government	
SC Education Lottery Commission	We will work with them to secure adequate funding	State 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, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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** 4.1.2 - 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.	
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 current statistics and trends impacting the minority populations in South Carolina so that they can make informed decisions on matters impacting them.	
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 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:		$19,125	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective. 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below). 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year." 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.			
Types of Performance Measures: ***Outcome Measure*** - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations. ***Efficiency Measure*** - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection ***Output Measure*** - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed. ***Input/Explanatory/Activity Measure*** - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received			
How the Agency is Measuring its Performance			
Objective Number and Description		**Objective** 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.	
Performance Measure:		Develop Talking Points and Fact Sheet to provide to Budget Analysts and legislators	
Type of Measure:		Input 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:		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?		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 until the agency is under study.			
Most Potential Negative Impact		This objective has been completed.	
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)
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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

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** 4.2 - 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*		
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.			

<u>Types of Performance Measures</u>: ***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** 4.2.1 - 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 Actual Results (as of 6/30/15):		0	
2015-16 Minimum Acceptable Results:		One (1) strategic framework document.	
2015-16 Target Results:		One (1) strategic framework document.	
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?		Increase organizational capacity to plan for multi-year project; statute requires research on this issue.	
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?		In order to complete a culti-year research project, planning and budget need to be created.	
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		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 needed 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, 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				
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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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			
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*		
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			

11:38 AM, 3/30/2016

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 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			
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 final report/100% obligations met	
2015-16 Target Results:		One final report/100% obligations met	
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?		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 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Requirement of our contractual obligation; assist agency with carrying out statutory authority. 100% required	
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		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			
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?**	
Midlands Technical College	Contractual agreement	College	

11:38 AM, 3/30/2016

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

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** 4.3.2 - Complete all contractual obligations for the US Deparment of Agrgriculture'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	
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:		$111,659	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

***Instructions*:** Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective. 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below). 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year." 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.			
Types of Performance Measures: ***Outcome Measure*** - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations. ***Efficiency Measure*** - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection ***Output Measure*** - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed. ***Input/Explanatory/Activity Measure*** - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received			
How the Agency is Measuring its Performance			
Objective Number and Description		**Objective** 4.3.2 - Complete all contractual obligations for the US Deparment of Agrriculture's "Rural Buiness Enterprise Grant" (RBEG) and one (1) final report by May 2016.	
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	
2014-15 Target Results:		0	
2014-15 Actual Results (as of 6/30/15):		0	
2015-16 Minimum Acceptable Results:		Complete all contractual obligations for the USDA RBEG grant per contractual period and issue a final report.	
2015-16 Target Results:		Complete all contractual obligations for the USDA RBEG 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 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 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?		Requirement of our contractual obligation; assist agency with carrying out statutory authority. 100% required	
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		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.	

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)
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?	
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, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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 4.3.3 - 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.	
Legal 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			
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:		$8,715	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective. 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report. 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below). 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year." 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.			
Types of Performance Measures: ***Outcome Measure*** - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations. ***Efficiency Measure*** - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection ***Output Measure*** - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed. ***Input/Explanatory/Activity Measure*** - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received			
How the Agency is Measuring its Performance			
Objective Number and Description		**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.	
Performance Measure:		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.	
Type of Measure:		Input 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:		Identify five (5) federal funding sources	
2015-16 Target Results:		Identify five (5) federal funding sources	
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?		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 2015-16 and why was the decision finally made on setting it at the level at which it was set?		Increase funding to help with carrying out programs.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		N/A	
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		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 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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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 4.3.4 - 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	
Number 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	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

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

[redacted]			

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 recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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 4.3.5 - 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 needs of our community.	
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, Rogie Nelson and Benjamin Washington	
Number of Months Responsible:		12	
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 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** 4.3.5 - 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 intitatives	
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:		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 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?		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 finally made on setting it at the level at which it was set?		Did not want to set too high of a level, given what other agencies may or may not have been willing to do.	
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		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 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?**	
SC Department of Public Safety	Provide Justice Assistance grants	State Agency	

SC Department of Commerce	Community Development block grants	State Agency		
Lt. Governor's Office	Funding for Aging Services	State Agency		
SC Governor's Office of Economic Opportunity	Distribute funding to community action agencies that assist us in serving minority communities	State Agency		
SC Department of Employment and Workforce	They provide training funds for jobs in specific sectors and communities that increases economic prosperity	State agency		

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 recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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			
Objective # 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.	
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			
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	
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			
Total Budgeted for this fiscal year:		$15,974	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

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

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?		Did not want to set an unrealistic goal or level, so decision was conservatively made.	
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		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)
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?**
Allen University	We are partnering in programs to reduce the high school drop out rate	University

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

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

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			
Objective # 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.	
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 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.	
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	
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			
Total Budgeted for this fiscal year:		$11,283	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

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

Types of Performance Measures: ***Outcome Measure*** - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations. ***Efficiency Measure*** - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection ***Output Measure*** - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed. ***Input/Explanatory/Activity Measure*** - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received			
How the Agency is Measuring its Performance			
Objective Number and Description		**Objective** 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:		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, Marcy Hayden, Native American Affairs Program Coordinator	
Why was this performance measure chosen?		To work 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?		Seek to build capacity	
What are the names and titles of the individuals who chose the target value for 2015-16?		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 setting it at the level at which it was set?		Capacity of staff, time, capacity of Native American entities	
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		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 the following fiscal year.	
Level Requires Outside Help		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 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, 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				
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 recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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			
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*		
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** 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.	
Performance Measure:		Participate in training opportunities to increase agency capacity and staff knowledge	
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:		10	
2015-16 Target Results:		20	
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?		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 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)
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?	
SC Department of Administration	Provides training opportunities	State agency	

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 recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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			
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 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:		Lauretha Whaley	
Number of Months Responsible:		12	
Position:		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:		$8,719	
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.			

<u>Types of Performance Measures</u>: ***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 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.	
Performance Measure:		Attend a staff development meeting to identify training opportunities 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:		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?		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	
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 availability of training opportunities and staff availability	
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			
<u>Instructions</u>: 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)
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?**
Department of Administration	Provide training opportunities for state employees	State agency

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 recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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			
Objective # 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.	
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:		$16,500	
Total Actually Spent:	*Agency will provide next year*		
PERFORMANCE MEASURES			

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

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 availability and quality of training that was available to staff members and the time to dedicate to meeting this objective.	
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		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)
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?
SC Department of Administration	Provide training opportunities	State agency

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 recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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	
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.	
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 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 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 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?		To ensure that agency staff mantains updated memberships in relevant organizations	

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	
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?		Ensure the agency staff is current on membership and what others in similar organizations are doing in the same areas of concentration	
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		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 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** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.			
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 5.2 - Provide cross training opportunities for agency staff.	
Objective			
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 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.	
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 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*		
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** 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.	
Performance Measure:		Conduct a minimum of one (1) meeting to designate cross-training "partners"	
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:		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?		To ensure that our agency can continue providing services to the communities that we serve when staff shortages occur	
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 reality is that we are a small agency that has many responsibilities. When one "cog in the wheel" is broken, it affects everything else that we do. This action is to prevent a break in the services that we provide to the communities that we serve.	
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		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 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			