

**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:  
Date Report Submitted:  
Agency Head  
First Name: Mark  
Last Name: Hammond  
Email Address: mhammond@sos.sc.gov  
Phone Number: 803-734-2156

**Office of the Secretary of State**

**January 12, 2016**

# General Instructions

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

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

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

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

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

# Legal Standards

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

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16

*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	Business Filings- Corporations and Nonprofits: SC Code §33-1-101, et seq.	State	Creation and amendments to business entities and nonprofits	Statute
2	Uniform Commercial Code: SC Code §36-9-101, et seq.	State	Filing UCC documents and conducting searches	Statute
3	Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.	State	Enforcement of Solicitation of Charitable Funds Act	Statute
4	Notary Public and Apostilles: SC Code §26-1-5, et seq.	State	Notary and Apostille filings	Statute
5	State Boards & Commissions: SC Code §1-1-1301, et seq.	State	State Boards & Commissions: monitoring, commissioning, providing information	Statute
6	Trademarks: SC Code §39-15-10 et seq.	State	Filing of state trademarks and service marks	Statute
7	Municipal Incorporations: SC Code §5-1-10, et seq.	State	Incorporation of new municipalities	Statute
8	Special Purpose Districts: SC Code § 6-11-335 et seq.	State	Reporting requirements for special purpose districts	Statute

# Legal Standards

9	Service of Process: SC Code §15-9-245, et seq.	State	Secretary of State as agent for service of process	Statute
10	Cable Franchise Authority: SC Code §58-12-5, et seq.	State	Issuance of cable franchise authority	Statute
11	Employment Agencies: SC Code §41-25-10, et seq.	State	Filing and renewal of license for employment agencies	Statute
12	Business Opportunities: SC Code §39-57-10, et seq.	State	Registration and renewal of Business opportunities	Statute
13	Nonprofit Raffles: SC Code §33-57-100, et seq.	State	Enforcement of nonprofit raffle legislation	Statute
14	Escheatment of Real Property: SC Code § 27-19-10, et seq.	State	Notice and processes for land escheated to the state by death of property owner	Statute
15	Qualified Businesses: SC Code §11-44-60	State	High Growth Small Business Job Creation Act	Statute
16	113-200 Municipal Corporations	State	Outlines requirements for the incorporation of municipalities	Regulation
17	113-300 Uniform Real Property Recording Act	State	Outlines procedures for the electronic filing of real property records	Regulation
18	95.1 (SS: UCC Filing Fees)	State	Revenues from the fees raised pursuant to Sections 36-9-525(a), not to exceed \$180,000, may be retained by the Secretary of State for purposes of UCC administration.	Proviso
19	95.4 (SS: Charitable Funds Act Disclosure Violations)	State	The Secretary of State shall refer to the Attorney General for investigation under Section 33-56-145 of the Solicitation of Charitable Funds Act any person who is alleged to have violated the mandatory disclosure requirements of Section 33-56-90 of the Act, and who has been fined \$10,000 or more for those violations.	Proviso
20	95.5 (SS: Charitable Funds Act Misrepresentation Violations)	State	The Secretary of State shall refer to the Attorney General for investigation under Section 33-56-145 of the Solicitation of Charitable Funds Act any person who is alleged to have violated the misrepresentation provisions of Section 33-56-120 of the Act, and who has been fined \$10,000 or more for those violations.	Proviso
	Electoral College: SC Code §7-19-70, et seq.	State	Organizes and hosts the meeting of the Electoral College following a presidential election	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	Office of the Secretary of State
Date of Submission	12-Jan-16
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 Office of the Secretary of State is mandated by the South Carolina Code of Laws to serve as the state filing office for business corporations, nonprofit corporations, limited partnerships, limited liability partnerships and limited liability companies, as well as for all Uniform Commercial Code Article 9 Secured Transaction filings. The Secretary of State also serves as the agent for service of process for business entities that do not have authority to transact business in South Carolina, or who do not maintain a registered agent in this state. In addition to business filings, the Secretary of State's Office examines and files state trademarks, maintains the state notary public database, and issues commissions for elected officials and those appointed by the Governor. The Secretary of State's Office is also responsible for issuing all statewide cable franchises and serves as the repository for several types of municipal filings. The office handles the incorporation of municipalities and special purpose districts, the annexations of land, and the escheatment of real property in South Carolina. Finally, the Secretary of State's Office regulates charitable organizations, professional fundraisers, business opportunities and employment agencies.
Legal Basis for agency's mission	Statutes: Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Uniform Commercial Code: SC Code §36-9-101, et seq.; Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Trademarks: SC Code §39-15-10 et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Service of Process: SC Code §15-9-245, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; Employment Agencies: SC Code §41-25-10, et seq.; Business Opportunities: SC Code §39-57-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; Escheatment of Real Property: SC Code § 27-19-10, et seq.; Qualified Businesses: SC Code §11-44-60; Regulations: 113-200 Municipal Corporations; 113-300 Uniform Real Property Recording Act; Provisos: 95.1 (SS: UCC Filing Fees); 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.
Vision	The vision of the Secretary of State's Office is to provide innovative technology to enhance the process of accurately maintaining, preserving and making available essential records to fulfill its statutory duties, while providing prompt, efficient and courteous customer service. Additionally, the Secretary of State remains dedicated to serving the citizens of South Carolina through the enforcement of the Solicitation of Charitable Funds Act.

# Mission, Vision and Goals

Legal Basis for agency's vision	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.
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- 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)	<u>S</u> pecific <u>M</u> easurable <u>A</u> ttainable <u>R</u> elevant <u>T</u> ime-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			

# Mission, Vision and Goals

<p>Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards &amp; Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.</p>	<p>Goal 1 - To continue to build upon the number of online applications offered to our customers.</p>	<p>We currently offer online filings in the charities and UCC divisions. We have implemented phase one of the corporations online business entity filing, search and retrieval system which allows online document requests. We hope to conclude this project in 2016. In addition, we plan to provide other online services for our customers, including, but not limited to, cable franchise and trademarks. Plans are also underway to enhance the office website to provide added benefits for our customers.</p>	<p>The Secretary of State's Office is the starting place for businesses in the state. In order to build upon our goal of providing the best possible customer service in a business-friendly environment, adding an online corporations filing, search and retrieval system will provide a tremendous benefit to our customers. Other online services will follow.</p>	<p>Melissa Dunlap, Larry Hubbard</p>	<p>Ongoing year to year. This goal cannot be measured in a few months.</p>	<p>Deputy Secretary of State &amp; Chief Legal Counsel, IT Director</p>
<p>Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards &amp; Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.</p>	<p>Goal 2 - Maintain, improve, and update infrastructure and provide support for current systems and applications.</p>	<p>Disaster recovery remains a top priority for the office. The office is the repository of permanent state records. Image digitization and conversion of microfilm to protect these permanent state records is a priority. The office now has a back-up SAN in place off-site at Department of Administration Division of Information Security. Updates to our in-office SAN, switches, servers, and computers are necessary and ongoing requirements in order to conduct business. In addition, the office is striving to implement the requirements of the Department of Administration Division of Information Security state security plan. Providing VOIP technology is also a goal of providing needed infrastructure. This is time-critical because technology is constantly changing and the need for greater security measures increase.</p>	<p>In order to provide the services to our customers as mandated by statute, the office must have in place the infrastructure to house and protect data and offer online access to our customers. Providing for and constantly assessing infrastructure requirements is time-critical and essential to the Secretary of State's mission and vision.</p>	<p>Larry Hubbard, Melissa Dunlap</p>	<p>Ongoing year to year. This goal cannot be measured in a few months.</p>	<p>IT Director, Deputy Secretary &amp; Chief Legal Counsel</p>

# Mission, Vision and Goals

<p>Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations)</p>	<p>Goal 3 - Protect and educate charitable donors through the enforcement of the Solicitation of Charitable Funds Act.</p>	<p>Efficiently register all charitable organizations and professional fundraisers soliciting in the state. Review all financial reports submitted, and make information available to the public. Investigate and prosecute all violations of the Solicitation of Charitable Funds Act. Duties are performed per statute and necessary in order to educate and protect charities and charitable donors in the state.</p>	<p>Education and protection of charitable donors in the state.</p>	<p>Melissa Dunlap and Shannon Wiley</p>	<p>Ongoing year to year. This goal cannot be measured in a few months.</p>	<p>Deputy Secretary of State &amp; Chief Legal Counsel, and General Counsel</p>



## Strategy, Objectives and Responsibility

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. This can be the same person responsible for the goal, if it is a small agency, or, for larger agencies, a person who reports to the person responsible for the goal. The same person is not required to be responsible for all of the objectives.

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

### 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 position/title at the agency. Under "Office Address" column, enter the address for the office from which the Responsible Person works. Under the "Department/Division" column, enter the department or division at the agency in which the Responsible Person works. Under the "Department/Division Summary" column, enter a brief summary (no more than 1-2 sentences) of what that department or division does in the agency.

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						

# Strategy, Objectives and Responsibility

<p>Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards &amp; Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.</p>	<p>Goal 1 - <i>To continue to build upon the number of online applications offered to our customers.</i></p>	<p>We currently offer online filings in the charities and UCC divisions. We have implemented phase one of the corporations online business entity filing, search and retrieval system which allows online document requests. We hope to conclude this project in 2016. In addition, we plan to provide other online services for our customers, including, but not limited to, cable franchise and trademarks. Plans are also underway to enhance the office website to provide added benefits for our customers.</p>	<p>The Secretary of State's Office is the starting place for businesses in the state. In order to build upon our goal of providing the best possible customer service in a business-friendly environment, adding an online corporations filing, search and retrieval system will provide a tremendous benefit to our customers. Other online services will follow.</p>	<p>Melissa Dunlap, Larry Hubbard</p>	<p>Ongoing year to year. This goal cannot be measured in a few months.</p>	<p>Deputy Secretary of State &amp; Chief Legal Counsel, IT Director</p>	<p>1205 Pendleton Street, Suite 525, Columbia, SC 29201</p>	<p>Administration</p>	<p>Administration</p>
<p>The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"</p>	<p>Strategy 1.1 - <i>Design new corporation online filing, search and document retrieval system. This application will greatly simplify the filing process and the retrieval of corporate records and/or certificates for the public while at the same time improve the tracking and management of copy work for Secretary of State's staff. This application will be completed with minimal cost to the taxpayer.</i></p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>
<p>Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards &amp; Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.</p>	<p>Objective 1.1.1 - <i>Increase the number of online applications offered to our customers from 2 to 4.</i></p>	<p>We currently offer online filings in the charities and UCC divisions. We have implemented phase one of the corporations online business entity filing, search and retrieval system which allows online document requests. We hope to conclude this project in 2016. In addition, we plan to provide other online services for our customers, including, but not limited to, cable franchise and trademarks. Plans are also underway to enhance the office website to provide added benefits for our customers.</p>	<p>The Secretary of State's Office is the starting place for businesses in the state. In order to build upon our goal of providing the best possible customer service in a business-friendly environment, adding an online corporations filing, search and retrieval system will provide a tremendous benefit to our customers. Other online services will follow.</p>	<p>Melissa Dunlap, Larry Hubbard</p>	<p>Ongoing year to year. This goal cannot be measured in a few months.</p>	<p>Deputy Secretary of State &amp; Chief Legal Counsel, IT Director</p>	<p>1205 Pendleton Street, Suite 525, Columbia, SC 29201</p>	<p>Administration</p>	<p>Administration</p>

# Strategy, Objectives and Responsibility

<p>Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards &amp; Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.</p>	<p>Objective 1.1.2 - Provide 24/7 service to customers.</p>	<p>We currently offer online filings in the charities and UCC divisions. We have implemented phase one of the corporations online business entity filing, search and retrieval system which allows online document requests. We hope to conclude this project in 2016. In addition, we plan to provide other online services for our customers, including, but not limited to, cable franchise and trademarks. Plans are also underway to enhance the office website to provide added benefits for our customers.</p>	<p>The Secretary of State's Office is the starting place for businesses in the state. In order to build upon our goal of providing the best possible customer service in a business-friendly environment, adding an online corporations filing, search and retrieval system will provide a tremendous benefit to our customers. Other online services will follow.</p>	<p>Melissa Dunlap, Larry Hubbard, Jody Steigerwalt</p>	<p>Ongoing year to year. This goal cannot be measured in a few months.</p>	<p>Deputy Secretary of State &amp; Chief Legal Counsel, IT Director, Director of Business Filings</p>	<p>1205 Pendleton Street, Suite 525, Columbia, SC 29201</p>	<p>Administration</p>	<p>Administration</p>
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<p>Strategy 1.2 - Provide completion of a universal corporate filing system that includes both online and in-house filing capability, creating a robust online application that enables the public to register or reserve a name, or create, amend, or dissolve an entity. Additionally, this application will provide an in-house document management application used for filings that are submitted through the mail and a method to review all filings submitted online before they are entered in the official record.</p>									

# Strategy, Objectives and Responsibility

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# Strategy, Objectives and Responsibility

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	<p>Strategy 1.3 - Update the Secretary of State's website to improve the customer experience and prepare for future online offerings. The Secretary of State expects to partner with South Carolina Interactive on this project.</p>								
<p>Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards &amp; Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.</p>	<p>Objective 1.3.1 - Provide 24/7 service to customers.</p>	<p>We currently offer online filings in the charities and UCC divisions. We have implemented phase one of the corporations online business entity filing, search and retrieval system which allows online document requests. We hope to conclude this project in 2016. In addition, we plan to provide other online services for our customers, including, but not limited to, cable franchise and trademarks. Plans are also underway to enhance the office website to provide added benefits for our customers.</p>	<p>The Secretary of State's Office is the starting place for businesses in the state. In order to build upon our goal of providing the best possible customer service in a business-friendly environment, adding an online corporations filing, search and retrieval system will provide a tremendous benefit to our customers. Other online services will follow.</p>	<p>Melissa Dunlap, Larry Hubbard, Jody Steigerwalt</p>	<p>Ongoing year to year. This goal cannot be measured in a few months.</p>	<p>Deputy Secretary of State &amp; Chief Legal Counsel, IT Director, Director of Business Filings</p>	<p>1205 Pendleton Street, Suite 525, Columbia, SC 29201</p>	<p>Administration</p>	<p>Administration</p>

# Strategy, Objectives and Responsibility

Strategy 1.4 - Continue to convert older Access databases and applications to a more secure and flexible enterprise database. The Secretary of State is the repository of several of the State's permanent records, including business filings, ratified acts and executive orders. Other documents of importance are also housed in databases and files. Several of these databases need to be upgraded and new applications developed to improve usability, disaster recovery, and security.

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# Strategy, Objectives and Responsibility

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<p>Strategy 2.1 - Provide the tools for staff to help them perform their duties with up-to-date technology. Scanners will be required for filing corporate documents with the new Corporations project. Present desktops and operating systems will be approaching their end of support cycle and will need to be replaced to serve customers.</p>									
<p>Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards &amp; Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.</p>	<p>Objective 2.1.1 - Provide hardware and software support for purposes of technical support, maintenance, and software updates.</p>	<p>Disaster recovery remains a top priority for the office. The office is the repository of permanent state records. Image digitization and conversion of microfilm to protect these permanent state records is a priority. The office now has a back-up SAN in place off-site at Department of Administration Division of Information Security. Updates to our in-office SAN, switches, servers, and computers are necessary and ongoing requirements in order to conduct business. In addition, the office is striving to implement the requirements of the Department of Administration Division of Information Security state security plan. Providing VOIP technology is also a goal of providing needed infrastructure. The is time critical because technology is constantly changing and the need for greater security measures increase.</p>	<p>In order to provide the services to our customers as mandated by statute, the office must have in place the infrastructure to house and protect data and offer online access to our customers. Providing for and constantly assessing infrastructure requirements is time-critical and essential to the Secretary of State's mission and vision.</p>	<p>Larry Hubbard, Melissa Dunlap</p>	<p>Ongoing year to year. This goal cannot be measured in a few months.</p>	<p>IT Director, Deputy Secretary &amp; Chief Legal Counsel</p>	<p>1205 Pendleton Street, Suite 525, Columbia, SC 29201</p>	<p>Administration</p>	<p>Administration</p>

# Strategy, Objectives and Responsibility

	<p>Strategy 2.2 - Update existing digital phone system to IP telephony. Legacy phone systems are being discontinued and must be replaced with Voice over IP (VOIP).</p>								
<p>Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards &amp; Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.</p>	<p>Objective 2.2.1 - Provide adequate bandwidth for office in order to implement the new corporations business filing application that will be housed off-site, provide VOIP, and provide off-site replication of data and state records.</p>	<p>Disaster recovery remains a top priority for the office. The office is the repository of permanent state records. Image digitization and conversion of microfilm to protect these permanent state records is a priority. The office now has a back-up SAN in place off-site at Department of Administration Division of Information Security. Updates to our in-office SAN, switches, servers, and computers are necessary and ongoing requirements in order to conduct business. In addition, the office is striving to implement the requirements of the Department of Administration Division of Information Security state security plan. Providing VOIP technology is also a goal of providing needed infrastructure. The is time critical because technology is constantly changing and the need for greater security measures increase.</p>	<p>In order to provide the services to our customers as mandated by statute, the office must have in place the infrastructure to house and protect data and offer online access to our customers. Providing for and constantly assessing infrastructure requirements is time-critical and essential to the Secretary of State's mission and vision.</p>	<p>Larry Hubbard, Melissa Dunlap</p>	<p>Ongoing year to year. This goal cannot be measured in a few months.</p>	<p>IT Director, Deputy Secretary &amp; Chief Legal Counsel</p>	<p>1205 Pendleton Street, Suite 525, Columbia, SC 29201</p>	<p>Administration</p>	<p>Administration</p>
	<p>Strategy 2.3 - Provide an off-site data site with the Department of Administration's Division of Technology to house minimal equipment to provide an online presence for the Secretary of State in the event of a disaster. Provide the necessary vendor software and hardware support to maintain the reliability of the site and its preparedness to go live. Provide daily replication for critical servers and databases to this site.</p>								



# Strategy, Objectives and Responsibility

<p>Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards &amp; Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.</p>	<p>Objective 2.3.1 - Provide back-up of all data off-site to ensure protection of permanent state records.</p>	<p>Disaster recovery remains a top priority for the office. The office is the repository of permanent state records. Image digitization and conversion of microfilm to protect these permanent state records is a priority. The office now has a back-up SAN in place off-site at Department of Administration Division of Information Security. Updates to our in-office SAN, switches, servers, and computers are necessary and ongoing requirements in order to conduct business. In addition, the office is striving to implement the requirements of the Department of Administration Division of Information Security state security plan. Providing VOIP technology is also a goal of providing needed infrastructure. The is time critical because technology is constantly changing and the need for greater security measures increase.</p>	<p>In order to provide the services to our customers as mandated by statute, the office must have in place the infrastructure to house and protect data and offer online access to our customers. Providing for and constantly assessing infrastructure requirements is time-critical and essential to the Secretary of State's mission and vision.</p>	<p>Larry Hubbard, Melissa Dunlap</p>	<p>Ongoing year to year. This goal cannot be measured in a few months.</p>	<p>IT Director, Deputy Secretary &amp; Chief Legal Counsel</p>	<p>1205 Pendleton Street, Suite 525, Columbia, SC 29201</p>	<p>Administration</p>	<p>Administration</p>
<p>Strategy 2.4 - Provide support for existing hardware and software necessary to manage, replicate, update, and backup the on-site infrastructure and data.</p>									
<p>Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards &amp; Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.</p>	<p>Objective 2.4.1 - Further develop efficiencies gained with new hardware that provides better protection from potential security threats.</p>	<p>Disaster recovery remains a top priority for the office. The office is the repository of permanent state records. Image digitization and conversion of microfilm to protect these permanent state records is a priority. The office now has a back-up SAN in place off-site at Department of Administration Division of Information Security. Updates to our in-office SAN, switches, servers, and computers are necessary and ongoing requirements in order to conduct business. In addition, the office is striving to implement the requirements of the Department of Administration Division of Information Security state security plan. Providing VOIP technology is also a goal of providing needed infrastructure. The is time critical because technology is constantly changing and the need for greater security measures increase.</p>	<p>In order to provide the services to our customers as mandated by statute, the office must have in place the infrastructure to house and protect data and offer online access to our customers. Providing for and constantly assessing infrastructure requirements is time-critical and essential to the Secretary of State's mission and vision.</p>	<p>Larry Hubbard, Melissa Dunlap</p>	<p>Ongoing year to year. This goal cannot be measured in a few months.</p>	<p>IT Director, Deputy Secretary of State &amp; Chief Legal Counsel</p>	<p>1205 Pendleton Street, Suite 525, Columbia, SC 29201</p>	<p>Administration</p>	<p>Administration</p>

# Strategy, Objectives and Responsibility

Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations)	Goal 3 - Protect and educate charitable donors through the enforcement of the Solicitation of Charitable Funds Act.	Efficiently register all charitable organizations and professional fundraisers soliciting in the state. Review all financial reports submitted, and make information available to the public. Investigate and prosecute all violations of the Solicitation of Charitable Funds Act. Duties are performed per statute and necessary in order to educate and protect charities and charitable donors in the state.	Education and protection of charitable donors in the state.	Shannon Wiley & Melissa Dunlap	Ongoing year to year. This goal cannot be measured in a few months.	General Counsel & Deputy Secretary of State & Chief Legal Counsel	1205 Pendleton Street, Suite 525, Columbia, SC 29201	Administration	Administration
Strategy 3.1 - Implement and enforce raffles legislation as enacted by the General Assembly.									
Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations)	Objective 3.1.1 - Continue to work with charities and educate both charities and donors about the requirements of the raffle legislation.	Efficiently register all charitable organizations and professional fundraisers soliciting in the state. Review all financial reports submitted, and make information available to the public. Investigate and prosecute all violations of the Solicitation of Charitable Funds Act. Duties are performed per statute and necessary in order to educate and protect charities and charitable donors in the state.	Education and protection of charitable donors in the state.	Shannon Wiley & Melissa Dunlap	Ongoing year to year. This goal cannot be measured in a few months.	General Counsel & Deputy Secretary of State & Chief Legal Counsel	1205 Pendleton Street, Suite 525, Columbia, SC 29201	Administration	Administration
Strategy 3.2 - Continue to collaborate with other agencies, both state and federal, to enforce the Solicitation of Charitable Funds Act.									
Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations)	Objective 3.2.1 - Continue to participate in multi-state actions.	Efficiently register all charitable organizations and professional fundraisers soliciting in the state. Review all financial reports submitted, and make information available to the public. Investigate and prosecute all violations of the Solicitation of Charitable Funds Act. Duties are performed per statute and necessary in order to educate and protect charities and charitable donors in the state.	Education and protection of charitable donors in the state.	Melissa Dunlap and Shannon Wiley	Ongoing year to year. This goal cannot be measured in a few months.	Deputy Secretary of State & Chief Legal Counsel, General Counsel	1205 Pendleton Street, Suite 525, Columbia, SC 29201	Administration	Administration
Strategy 3.3 - Continue to provide public awareness through trainings and online reports.									
Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations)	Objective 3.3.1 - Provide trainings to groups statewide.	Efficiently register all charitable organizations and professional fundraisers soliciting in the state. Review all financial reports submitted, and make information available to the public. Investigate and prosecute all violations of the Solicitation of Charitable Funds Act. Duties are performed per statute and necessary in order to educate and protect charities and charitable donors in the state.	Education and protection of charitable donors in the state.	Melissa Dunlap, Shannon Wiley	Ongoing year to year. This goal cannot be measured in a few months.	General Counsel & Director of Public Charities	1205 Pendleton Street, Suite 525, Columbia, SC 29201	Administration	Administration

## Strategy, Objectives and Responsibility

<p>Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations)</p>	<p>Objective 3.3.2 -Publish additional reports on agency website to educate and protect charitable donors.</p>	<p>Efficiently register all charitable organizations and professional fundraisers soliciting in the state. Review all financial reports submitted, and make information available to the public. Investigate and prosecute all violations of the Solicitation of Charitable Funds Act. Duties are performed per statute and necessary in order to educate and protect charities and charitable donors in the state.</p>	<p>Education and protection of charitable donors in the state.</p>	<p>Melissa Dunlap, Shannon Wiley</p>	<p>Ongoing year to year. This goal cannot be measured in a few months.</p>	<p>Deputy Secretary of State &amp; Chief Legal Counsel, General Counsel</p>	<p>1205 Pendleton Street, Suite 525, Columbia, SC 29201</p>	<p>Administration</p>	<p>Administration</p>
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## 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	Office of the Secretary of State
Date of Submission	12-Jan-16
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 <u>ONLY ONE</u> strategic objective per row.
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# Associated Programs

<p>Administration</p>	<p>This program encompasses corporate and UCC filings, the enforcement of the Solicitation of Charitable Funds Act, state boards and commissions, the administration of notary, trademark, annexation, special purpose district, municipal incorporation and cable franchise laws and all other duties as mandated by statute. This program also provides administrative direction, control and support for the agency.</p>	<p>Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards &amp; Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.</p>	<p>All objectives.</p>

# 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	Office of the Secretary of State
Date of Submission	12-Jan-16
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**  
**Estimated Funds**  
**Available this**  
**Fiscal Year**  
**(2015-16)**

Source of Funds:	Totals	General Appropriations	Uniform Commercial Code 3037	Operating 3035	Charities Fines and Fees 3858		Etc.
Is the source state, other or federal funding:	Totals	State	Other	Other	Other	State, Federal or Other Funds?	State, Federal or Other Funds?
Is funding recurring or one-time?	Totals	Recurring	Recurring	Recurring	Recurring	Recurring or one-time funding?	Recurring or one-time funding?
<b>\$ From Last Year Available to Spend this Year</b>							
Amount available at end of previous fiscal year		\$0	\$0	\$328,312	\$406,016		
Amount available at end of previous fiscal year that agency can actually use this fiscal year:		0	0	0	0		
If the amounts in the two rows above are not the same, explain why :	Enter explanation for each fund to the right						
<b>\$ Estimated to Receive this Year</b>							
Amount budgeted/estimated to receive in this fiscal year:		1,058,894	180,000				
<b>Total Actually Available this Year</b>							
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):		1,058,894	180,000	685,342	639,170		

# Strategic Budgeting

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	Uniform Commercial Code 3037	Operating 3035	Charities Fines and Fees 3858	0	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	Other	Other	Other	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						
<b>Amount estimated to have available to spend this fiscal year:</b> (the rows to the left should populate automatically from what the agency entered in Part A)	\$0	\$1,058,894	\$180,000	\$685,342	\$639,170	\$0	\$0
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		
<b>Where Agency Budgeted to Spend Money this Year</b>							
<i>Objective 1.1.1: Increase the number of online applications offered to our customers from 2 to 4.</i>				50,000	40,000		
<i>Objective 1.1.2 : Provide 24/7 service to customers.(Objective 1.3.1 is part of 1.1.2)</i>				1,000			
<i>Objective 1.1.3: Increase the number of business filings submitted online. (Objectives 1.1.3, 1.2.1, 1.2.2 &amp;, 1.2.3 are part of 1.1.1)</i>				1,000			
<i>Objective 1.4.1: Migrate existing databases to a more robust and secure database along with associated applications.</i>				60,000			
<i>Objective 2.1.1: Provide hardware and software support for purposes of technical support, maintenance, and software projects.</i>				40,000			
<i>Objective 2.2.1: Provide adequate bandwidth for office in order to implement the new corporations business filing application that will be housed off-site, provide VOIP, and provide off-site replication of data and permanent state records.</i>				10,000			
<i>Objective 2.3.1: Provide back-up of all data off-site to ensure protection of permanent state records.</i>				16,500			
<i>Objective 2.4.1: Further develop efficiencies gained with new hardware that provides better protection from potential security threats.</i>				25,000			
<i>Objective 3.1.1: Contine to work with charities and educate both charities and donors about the requirements of the raffle legislation.</i>					2,000		
<i>Objective 3.2.1: Contine to participate in multi-state actions.</i>					10,000		
<i>Objective 3.3.1: Provide trainings to groups statewide.</i>					2,000		
<i>Objective 3.3.2: Publish additional reports on agency website to educate and protect charitable donors.</i>					15,000		
<b>Total Budgeted to Spend on Objectives and Unrelated Purposes:</b> (this should be the same as Amount estimated to have available to spend this fiscal year)				203,500	69,000		

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

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16
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 - To continue to build upon the number of online applications offered to our customers. Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq.; 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq.; Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq. Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.1 - Design new corporation online filing, search and document retrieval system. This application will greatly simplify the filing process and the retrieval of corporate records and/or certificates for the public while at the same time improve the tracking and management of copy work for Secretary of State's staff. This application will be completed with minimal cost to the taxpayer. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective	



Objective # and Description:	Objective 1.1.1 - <i>Increase the number of online applications offered to our customers from 2 to 4.</i>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq.; 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq.; Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	The Secretary of State's Office is the starting place for businesses in the state. In order to build upon our goal of providing the best possible customer service in a business-friendly environment, adding an online corporations filing, search and retrieval system will provide a tremendous benefit to our customers. Other online services will follow.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

**Agency Programs Associated with Objective**

Program Names:	<i>Administration</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
<b>Responsible Person</b>	Melissa Dunlap, Larry Hubbard	
Name:	<i>Melissa Dunlap, Larry Hubbard</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Ongoing year to year. This goal cannot be measured in a few months.	
Position:	Deputy Secretary of State & Chief Legal Counsel, IT Director	
Office Address:	<i>1205 Pendleton Street, Suite 525, Columbia, SC 29201</i>	
Department or Division:	<i>Administration</i>	
Department or Division Summary:	<i>Administration</i>	

**Amount Budgeted and Spent To Accomplish Objective**

Total Budgeted for this fiscal year:	<i>\$90,000</i>	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	<i>Agency will provide next year</i>	

**PERFORMANCE MEASURES**

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

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

**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 1.1.1 - Increase the number of online applications offered to our customers from 2 to 4.
<b>Performance Measure:</b>	Increase the number of online system applications
<b>Type of Measure:</b>	Outcome
<b>Results</b>	
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:	3
2015-16 Target Results:	4
<b>Details</b>	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	
Why was this performance measure chosen?	The Secretary of State's Office is integral in the transaction of business in South Carolina, and is the starting point for many businesses in the state. A major goal of the office is to continue to maintain a business-friendly atmosphere to foster economic growth and development.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Reaching the goal is dependent upon funding.
What are the names and titles of the individuals who chose the target value for 2015-16?	Melissa Dunlap, Deputy Secretary of State & Chief Legal Counsel
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?	Needs of our customers balanced with the ability of a small staff and budget to meet the goals.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes

The Secretary of State's Office is integral in the transaction of business in South Carolina, and is the starting point for many businesses in the state. A major goal of the office is to continue to maintain a business-friendly atmosphere to foster economic development in the state. This will continue to help the state grow and provide jobs and opportunities for South Carolinians. It is imperative that the office be funded to provide the needed online services in order to accomplish this goal.

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
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**POTENTIAL NEGATIVE IMPACT**

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

Most Potential Negative Impact	<i>Fewer online services makes it more challenging to do business in the state without the convenience of online applications.</i>
Level Requires Outside Help	<i>Adequate funding is necessary to achieve these goals and objectives</i>
Outside Help to Request	<i>General Assembly</i>
Level Requires Inform General Assembly	<i>Inform General Assembly at Budget Hearings</i>
3 General Assembly Options	<i>Provide needed funding</i>

**REVIEWS/AUDITS**

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

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

**PARTNERS**

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
<i>SC.Gov</i>	<i>Corporations Project, Website Project</i>	<i>Business, Association or Individual</i>

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

<b>Agency Responding</b>	Office of the Secretary of State
<b>Date of Submission</b>	12-Jan-16
<b>Fiscal Year for which information below pertains</b>	2015-16

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

<b>Strategic Plan Context</b>		
# and description of Goal the Objective is helping accomplish:	Goal 1 - To continue to build upon the number of online applications offered to our customers.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.1 - Design new corporation online filing, search and document retrieval system. This application will greatly simplify the filing process and the retrieval of corporate records and/or certificates for the public while at the same time improve the tracking and management of copy work for Secretary of State's staff. This application will be completed with minimal cost to the taxpayer.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
<b>Objective</b>		
Objective # and Description:	Objective 1.1.2 - Provide 24/7 service to customers.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	The Secretary of State's Office is the starting place for businesses in the state. In order to build upon our goal of providing the best possible customer service in a business-friendly environment, adding an online corporations filing, search and retrieval system will provide a tremendous benefit to our customers. Other online services will follow.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
<b>Agency Programs Associated with Objective</b>		
Program Names:	Administration	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
<b>Responsible Person</b>		
Name:	Melissa Dunlap, Larry Hubbard	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Ongoing year to year. This goal cannot be measured in a few months.	
Position:	Deputy Secretary of State & Chief Legal Counsel, IT Director	
Office Address:	1205 Pendleton Street, Suite 525, Columbia, SC 29201	
Department or Division:	Administration	
Department or Division Summary:	Administration	
<b>Amount Budgeted and Spent To Accomplish Objective</b>		
Total Budgeted for this fiscal year:	1,000 toward maintenance; providing 24/7 services also falls under Objective 1.1.1	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	

**PERFORMANCE MEASURES**

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

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

**Types of Performance Measures:**

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.2 - Provide 24/7 service to customers.	
Performance Measure:	Provide 24/7 service to customers	
Type of Measure:	Efficiency	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	20%	
2014-15 Target Results:	20%	
2014-15 Actual Results (as of 6/30/15):	20%	
2015-16 Minimum Acceptable Results:	70%	
2015-16 Target Results:	80%	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Melissa Dunlap, Larry Hubbard	
Why was this performance measure chosen?	Part of the office's customer service vision to foster business-friendly environment and provide excellent customer service	
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?	Deputy Secretary of State & Chief Legal Counsel, IT 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?	Importance of online services to our customers	
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	Impacts ability to conduct business in the state as efficiently as possible		
Level Requires Outside Help	Adequate Funding needed		
Outside Help to Request	General Assembly		
Level Requires Inform General Assembly	Inform General Assembly at Budget Hearing		
3 General Assembly Options	Provide necessary funding.		

**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)
n/a			

**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.Gov	Corporations Project, Website Project	Business, Association or Individual

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

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16
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 - To continue to build upon the number of online applications offered to our customers. Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq.; 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq.; Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq. Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.1 - <i>Design new corporation online filing, search and document retrieval system. This application will greatly simplify the filing process and the retrieval of corporate records and/or certificates for the public while at the same time improve the tracking and management of copy work for Secretary of State's staff. This application will be completed with minimal cost to the taxpayer.</i> Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective	
Objective # and Description:	Objective 1.1.3 - Increase the number of business filings submitted online. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Legal responsibilities satisfied by Objective:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq.; 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq.; Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.
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Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Public Benefit/Intended Outcome:	The Secretary of State's Office is the starting place for businesses in the state. In order to build upon our goal of providing the best possible customer service in a business-friendly environment, adding an online corporations filing, search and retrieval system will provide a tremendous benefit to our customers. Other online services will follow.
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Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

**Agency Programs Associated with Objective**

Program Names:	Administration
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Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the

**Responsible Person**

Name:	Melissa Dunlap, Larry Hubbard
Number of Months Responsible:	Ongoing year to year. This goal cannot be measured in a few months.
Position:	Deputy Secretary of State & Chief Legal Counsel, IT Director
Office Address:	1205 Pendleton Street, Suite 525, Columbia, SC 29201
Department or Division:	Administration
Department or Division Summary:	Administration

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

**Amount Budgeted and Spent To Accomplish Objective**

Total Budgeted for this fiscal year:	1,000 toward maintenance; providing 24/7 services also falls under Objective 1.1.1
Total Actually Spent:	Agency will provide next year

Copy and paste this information from the Strategic Budgeting Chart

**PERFORMANCE MEASURES**

*Instructions* : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this 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 1.1.3 - Increase the number of business filings submitted online.	
<b>Performance Measure:</b>	Increase the number of business filings submitted online	
<b>Type of Measure:</b>	Outcome	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	20%	
2014-15 Target Results:	20%	
2014-15 Actual Results (as of 6/30/15):	20%	
2015-16 Minimum Acceptable Results:	75%	
2015-16 Target Results:	80%	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Melissa Dunlap, Larry Hubbard	
Why was this performance measure chosen?	Part of the office's customer service vision to foster business-friendly environment and provide excellent customer service	
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?	Deputy Secretary of State & Chief Legal Counsel, IT 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?	Importance of online services to our customers	
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	Impacts ability to business in the state as efficiently as possible.
Level Requires Outside Help	Adequate funding needed
Outside Help to Request	General Assembly
Level Requires Inform General Assembly	Inform General Assembly at Budget Hearings
3 General Assembly Options	Provide necessary funding

**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)
n/a	n/a		



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**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.Gov	<i>Corporations Project, Website Project</i>	<i>Business, Association or Individual</i>

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

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16
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 - To continue to build upon the number of online applications offered to our customers.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq.; 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq.; Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.2 - Provide completion of a universal corporate filing system that includes both online and in-house filing capability, creating a robust online application that enables the public to register or reserve a name, or create, amend, or dissolve an entity. Additionally, this application will provide an in-house document management application used for filings that are submitted through the mail and a method to review all filings submitted online before they are entered in the official record.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
<b>Objective</b>		
Objective # and Description:	Objective 1.2.1 - Increase the number of online applications offered to our customers from 2 to 4.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Legal responsibilities satisfied by Objective:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq.; 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq.; Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.
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Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Public Benefit/Intended Outcome:	The Secretary of State's Office is the starting place for businesses in the state. In order to build upon our goal of providing the best possible customer service in a business-friendly environment, adding an online corporations filing, search and retrieval system will provide a tremendous benefit to our customers. Other online services will follow.
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Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

**Agency Programs Associated with Objective**

Program Names:	Administration
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Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the

**Responsible Person**

Name:	Melissa Dunlap, Larry Hubbard, Jody Steigerwalt
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Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart

Number of Months Responsible:	Ongoing year to year. This goal cannot be measured in a few months.
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Position:	Deputy Secretary of State & Chief Legal Counsel, IT Director, Business Filings Director
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Office Address:	1205 Pendleton Street, Suite 525, Columbia, SC 29201
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Department or Division:	Administration
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Department or Division Summary:	Administration
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**Amount Budgeted and Spent To Accomplish Objective**

Total Budgeted for this fiscal year:	\$50,000
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Copy and paste this information from the Strategic Budgeting Chart

Total Actually Spent:	Agency will provide next year
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**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 - Increase the number of online applications offered to our customers from 2 to 4.	
<b>Performance Measure:</b>	Increase the number of online applications	
<b>Type of Measure:</b>	Outcome	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	20%	
2014-15 Target Results:	20%	
2014-15 Actual Results (as of 6/30/15):	20%	
2015-16 Minimum Acceptable Results:	70%	
2015-16 Target Results:	80%	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Melissa Dunlap, Larry Hubbard	
Why was this performance measure chosen?	Part of the Secretary of State's Office customer service vision to foster business-friendly environment and provide excellent customer service	
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?	Deputy Secretary of State & Chief Legal Counsel, IT 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?	Importance of online services to our customers	
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	Impacts ability to conduct business in the state as efficiently as possible
Level Requires Outside Help	Adequate funding needed
Outside Help to Request	General Assembly
Level Requires Inform General Assembly	Inform General Assembly at Budget Hearings
3 General Assembly Options	Provide necessary funding.

**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)
n/a			

**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.Gov	<i>Corporations Project, Website Project</i>	<i>Business, Association or Individual</i>

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

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16
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 - To continue to build upon the number of online applications offered to our customers.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq.; 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq.; Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.2 - Provide completion of a universal corporate filing system that includes both online and in-house filing capability, creating a robust online application that enables the public to register or reserve a name, or create, amend, or dissolve an entity. Additionally, this application will provide an in-house document management application used for filings that are submitted through the mail and a method to review all filings submitted online before they are entered in the official record.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.2.2 - Provide 24/7 service to customers.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Legal responsibilities satisfied by Objective:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq.; 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq.; Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.
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Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Public Benefit/Intended Outcome:	The Secretary of State's Office is the starting place for businesses in the state. In order to build upon our goal of providing the best possible customer service in a business-friendly environment, adding an online corporations filing, search and retrieval system will provide a tremendous benefit to our customers. Other online services will follow.
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Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

**Agency Programs Associated with Objective**

Program Names:	Administration
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Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the

**Responsible Person**

Name:	Melissa Dunlap, Larry Hubbard, Jody Steigerwalt
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Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart

Number of Months Responsible:	Ongoing year to year. This goal cannot be measured in a few months.
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Position:	Deputy Secretary of State & Chief Legal Counsel, IT Director
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Office Address:	1205 Pendleton Street, Suite 525, Columbia, SC 29201
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Department or Division:	Administration
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Department or Division Summary:	Administration
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**Amount Budgeted and Spent To Accomplish Objective**

Total Budgeted for this fiscal year:	\$1,000
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Copy and paste this information from the Strategic Budgeting Chart

Total Actually Spent:	Agency will provide next year
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**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 1.2.2 - Provide 24/7 service to customers.	
<b>Performance Measure:</b>	Provide 24/7 service to customers	
<b>Type of Measure:</b>	Efficiency	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	20%	
2014-15 Target Results:	20%	
2014-15 Actual Results (as of 6/30/15):	20%	
2015-16 Minimum Acceptable Results:	70%	
2015-16 Target Results:	80%	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Melissa Dunlap, Larry Hubbard	
Why was this performance measure chosen?	Part of the office's customer service vision to foster business-friendly environment and provide excellent customer service	
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?	Deputy Secretary of State & Chief Legal Counsel, IT 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?	Important of online services to our customers	
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	Impacts ability to conduct business in the state as efficiently as possible
Level Requires Outside Help	Adequate funding needed
Outside Help to Request	General Assembly
Level Requires Inform General Assembly	Inform General Assembly at Budget Hearings
3 General Assembly Options	Provide necessary funding.

**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)
n/a			



**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. Gov	<i>Corporations Project, Website Project</i>	<i>Business, Association or Individual</i>

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

Agency Responding	Office of the Secretary of State
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - To continue to build upon the number of online applications offered to our customers.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq.; 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq.; Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.2 - Provide completion of a universal corporate filing system that includes both online and in-house filing capability, creating a robust online application that enables the public to register or reserve a name, or create, amend, or dissolve an entity. Additionally, this application will provide an in-house document management application used for filings that are submitted through the mail and a method to review all filings submitted online before they are entered in the official record.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.2.3 - Increase the number of business filings submitted online.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Legal responsibilities satisfied by Objective:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq.; 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq.; Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.
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Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Public Benefit/Intended Outcome:	The Secretary of State's Office is the starting place for businesses in the state. In order to build upon our goal of providing the best possible customer service in a business-friendly environment, adding an online corporations filing, search and retrieval system will provide a tremendous benefit to our customers. Other online services will follow.
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Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

**Agency Programs Associated with Objective**

Program Names:	Administration
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Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the

**Responsible Person**

Name:	Melissa Dunlap, Larry Hubbard
Number of Months Responsible:	Ongoing year to year. This goal cannot be measured in a few months.
Position:	Deputy Secretary of State & Chief Legal Counsel, IT Director
Office Address:	1205 Pendleton Street, Suite 525, Columbia, SC 29201
Department or Division:	Administration
Department or Division Summary:	Administration

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

**Amount Budgeted and Spent To Accomplish Objective**

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

Copy and paste this information from the Strategic Budgeting Chart

**PERFORMANCE MEASURES**

*Instructions* : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this 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 1.2.3 - Increase the number of business filings submitted online.	
<b>Performance Measure:</b>	Increase the number of online filing submissions	
<b>Type of Measure:</b>	Outcome	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	20%	
2014-15 Target Results:	20%	
2014-15 Actual Results (as of 6/30/15):	20%	
2015-16 Minimum Acceptable Results:	75%	
2015-16 Target Results:	80%	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Melissa Dunlap, Larry Hubbard	
Why was this performance measure chosen?	Part of the office's customer service vision to foster business-friendly environment and provide excellent customer service	
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?	Deputy Secretary of State & Chief Legal Counsel, IT 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?	Importance of online services to our customers	
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	Impacts ability to conduct business in the state as efficiently as possible.
Level Requires Outside Help	Adequate funding needed
Outside Help to Request	General Assembly
Level Requires Inform General Assembly	Inform General Assembly at Budget Hearings
3 General Assembly Options	Provide necessary funding

**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)
n/a			

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**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.Gov	Corporations Project, Website Project	Business, Association or Individual

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

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16
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:	<p>Goal 1 - To continue to build upon the number of online applications offered to our customers.</p> <p>Copy and paste this from the second column of the Mission, Vision and Goals Chart</p>
Legal responsibilities satisfied by Goal:	<p>Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards &amp; Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.</p> <p>Copy and paste this from the first column of the Mission, Vision and Goals Chart</p>

# and description of Strategy the Objective is under:	Strategy 1.3 - Update the Secretary of State's website to improve the customer experience and prepare for future online offerings. The Secretary of State expects to partner with South Carolina Interactive on this project.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
<b>Objective</b>		
Objective # and Description:	Objective 1.3.1 - Provide 24/7 service to customers.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	The Secretary of State's Office is the starting place for businesses in the state. In order to build upon our goal of providing the best possible customer service in a business-friendly environment, adding an online corporations filing, search and retrieval system will provide a tremendous benefit to our customers. Other online services will follow.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
<b>Agency Programs Associated with Objective</b>		
Program Names:	Administration	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
<b>Responsible Person</b>		
Name:	Melissa Dunlap, Larry Hubbard	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart

Number of Months Responsible:	Ongoing year to year. This goal cannot be measured in a few months.
Position:	Deputy Secretary of State & Chief Legal Counsel, IT Director
Office Address:	1205 Pendleton Street, Suite 525, Columbia, SC 29201
Department or Division:	Administration
Department or Division Summary:	Administration
<b>Amount Budgeted and Spent To Accomplish Objective</b>	
Total Budgeted for this fiscal year:	\$1,000
Total Actually Spent:	Agency will provide next year

Copy and paste this information from the Strategic Budgeting Chart

**PERFORMANCE MEASURES**

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this 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 1.3.1 - Provide 24/7 service to customers.
	<b>Performance Measure:</b>	Provide 24/7 service to customers
	<b>Type of Measure:</b>	Efficiency
<b>Results</b>		
	2013-14 Actual Results (as of 6/30/14):	20%
	2014-15 Target Results:	20%



2014-15 Actual Results (as of 6/30/15):	20%	
2015-16 Minimum Acceptable Results:	75%	
2015-16 Target Results:	80%	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Melissa Dunlap, Larry Hubbard	
Why was this performance measure chosen?	Part of the office's customer service vision to foster business-friendly environment and provide excellent customer service	
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?	Deputy Secretary of State & Chief Legal Counsel, IT 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?	Importance of online services to our customers	
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	Impacts ability to conduct business in the state as efficiently as possible
Level Requires Outside Help	Adequate funding needed
Outside Help to Request	General Assembly
Level Requires Inform General Assembly	Inform General Assembly at Budget Hearings
3 General Assembly Options	Provide necessary funding

**REVIEWS/AUDITS**

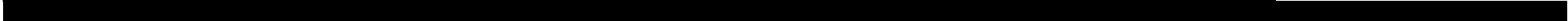
Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated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

**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.Gov	<i>Corporations Project, Website Project</i>	<i>Business, Association or Individual</i>



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

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-2016

**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:	<p>Goal 1 - To continue to build upon the number of online applications offered to our customers.</p> <p>Copy and paste this from the second column of the Mission, Vision and Goals Chart</p>
Legal responsibilities satisfied by Goal:	<p>Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards &amp; Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.</p> <p>Copy and paste this from the first column of the Mission, Vision and Goals Chart</p>
# and description of Strategy the Objective is under:	<p>Strategy 1.4 - Continue to convert older Access databases and applications to a more secure and flexible enterprise database. The Secretary of State is the repository of several of the State's permanent records, including business filings, ratified acts and executive orders. Other documents of importance are also housed in databases and files. Several of these databases need to be upgraded and new applications developed to improve usability, disaster recovery, and security.</p> <p>Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart</p>
Objective	
Objective # and Description:	<p>Objective 1.4.1 - Migrate existing databases to a more robust and secure database along with the associated applications.</p> <p>Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart</p>

Legal responsibilities satisfied by Objective:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq.; 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq.; Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.
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Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Public Benefit/Intended Outcome:	The Secretary of State's Office is the starting place for businesses in the state. In order to build upon our goal of providing the best possible customer service in a business-friendly environment, adding an online corporations filing, search and retrieval system will provide a tremendous benefit to our customers. Other online services will follow.
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Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

**Agency Programs Associated with Objective**

Program Names:	Administration
----------------	----------------

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

**Responsible Person**

Name:	Melissa Dunlap, Larry Hubbard
Number of Months Responsible:	Ongoing year to year. This goal cannot be measured in a few months.
Position:	Deputy Secretary of State & Chief Legal Counsel, IT Director
Office Address:	1205 Pendleton Street, Suite 525, Columbia, SC 29201
Department or Division:	Administration
Department or Division Summary:	Administration

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

**Amount Budgeted and Spent To Accomplish Objective**

Total Budgeted for this fiscal year:	\$60,000
Total Actually Spent:	Agency will provide next year

Copy and paste this information from the Strategic Budgeting Chart

**PERFORMANCE MEASURES**

*Instructions*: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this 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 1.4.1 - Migrate existing databases to a more robust and secure database along with the associated applications.	
Performance Measure:	Convert existing databases	
Type of Measure:	Outcome	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	1	
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	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Only Agency Selected	
Why was this performance measure chosen?	Melissa Dunlap, Larry Hubbard	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Part of the office's customer service vision to foster business-friendly environment and provide excellent customer service	
What are the names and titles of the individuals who chose the target value for 2015-16?	Melissa Dunlap, Larry Hubbard	
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?	Deputy Secretary of State & Chief Legal Counsel, IT Director	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Importance of online services to our customers	
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?	Yes	

**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	Impacts ability to conduct business in the state as efficiently as possible
Level Requires Outside Help	Adequate funding needed
Outside Help to Request	General Assembly
Level Requires Inform General Assembly	Inform General Assembly at Budget Hearings
3 General Assembly Options	Provide necessary funding.

**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)
n/a			

**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?
n/a		

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

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16
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 - Maintain, improve, and update infrastructure and provide support for current systems and applications.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq.; 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq.; Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.1 - Provide the tools for staff to help them perform their duties with up-to-date technology. Scanners will be required for filing corporate documents with the new Corporations project. Present desktops and operating systems will be approaching their end of support cycle and will need to be replaced to serve customers.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.1.1 - Provide hardware and software support for purposes of technical support, maintenance, and software updates.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Legal responsibilities satisfied by Objective:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.
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Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Public Benefit/Intended Outcome:	In order to provide the services to our customers as mandated by statute, the office must have in place the infrastructure to house and protect data and offer online access to our customers. Providing for and constantly assessing infrastructure requirements is time-critical and essential to the Secretary of State's mission and vision.
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Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

**Agency Programs Associated with Objective**

Program Names:	Administration
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Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the

**Responsible Person**

Name:	Larry Hubbard, Melissa Dunlap
Number of Months Responsible:	Ongoing year to year. This goal cannot be measured in a few months.
Position:	IT Director, Deputy Secretary & Chief Legal Counsel
Office Address:	1205 Pendleton Street, Suite 525, Columbia, SC 29201
Department or Division:	Administration
Department or Division Summary:	Administration

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

**Amount Budgeted and Spent To Accomplish Objective**

Total Budgeted for this fiscal year:	\$40,000
Total Actually Spent:	Agency will provide next year

Copy and paste this information from the Strategic Budgeting Chart

**PERFORMANCE MEASURES**

*Instructions*: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this 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 - Provide hardware and software support for purposes of technical support, maintenance, and software updates.	
<b>Performance Measure:</b>	Provide additional tools to staff	
<b>Type of Measure:</b>	Outcome	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	60%	
2014-15 Target Results:	60%	
2014-15 Actual Results (as of 6/30/15):	60%	
2015-16 Minimum Acceptable Results:	75%	
2015-16 Target Results:	90%	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Melissa Dunlap, Deputy Secretary of State, Larry Hubbard, IT Director	
Why was this performance measure chosen?	To serve customers efficiently, staff must have the necessary tools.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Melissa Dunlap, Deputy Secretary of State, Larry Hubbard, IT 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?	To serve customers efficiently, staff must have the necessary tools.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Achieving the goal is dependent upon 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?		

**POTENTIAL NEGATIVE IMPACT**

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

Most Potential Negative Impact	<i>Not providing optimal tools for staff satisfaction and excellent customer service negatively impacts staff and customers</i>
Level Requires Outside Help	<i>Adequate funding is necessary</i>
Outside Help to Request	<i>General Assembly</i>
Level Requires Inform General Assembly	<i>Inform General Assembly at Budget Hearings</i>
3 General Assembly Options	<i>Provide needed funding</i>

**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)
n/a	n/a		

**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?
n/a	n/a	

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

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16
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 - Maintain, improve, and update infrastructure and provide support for current systems and applications.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq.; 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq.; Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.2 - Update existing digital phone system to IP telephony. Legacy phone systems are being discontinued and must be replaced with Voice over IP (VOIP).	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.2.1 - Provide adequate bandwidth for office in order to implement the new corporations business filing application that will be housed off-site, provide VOIP, and provide off-site replication of data and state records.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Legal responsibilities satisfied by Objective:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.
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Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Public Benefit/Intended Outcome:	In order to provide the services to our customers as mandated by statute, the office must have in place the infrastructure to house and protect data and offer online access to our customers. Providing for and constantly assessing infrastructure requirements is time-critical and essential to the Secretary of State's mission and vision.
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Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

**Agency Programs Associated with Objective**

Program Names:	Administration
----------------	----------------

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

**Responsible Person**

Name:	Larry Hubbard, Melissa Dunlap
Number of Months Responsible:	Ongoing year to year. This goal cannot be measured in a few months.
Position:	IT Director, Deputy Secretary & Chief Legal Counsel
Office Address:	1205 Pendleton Street, Suite 525, Columbia, SC 29201
Department or Division:	Administration
Department or Division Summary:	Administration

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

**Amount Budgeted and Spent To Accomplish Objective**

Total Budgeted for this fiscal year:	\$10,000
Total Actually Spent:	Agency will provide next year

Copy and paste this information from the Strategic Budgeting Chart

**PERFORMANCE MEASURES**

*Instructions*: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this 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 2.2.1 - Provide adequate bandwidth for office in order to implement the new corporations business filing application that will be housed off-site, provide VOIP, and provide off-site replication of data and state records.	
Performance Measure:	Provide VOIP technology	
Type of Measure:	Outcome	
<b>Results</b>		
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:	100%	
2015-16 Target Results:	100%	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Melissa Dunlap, Deputy Secretary of State, Larry Hubbard, IT Director	
Why was this performance measure chosen?	To serve customers efficiently, staff must have the necessary tools.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Melissa Dunlap, Deputy Secretary of State, Larry Hubbard, IT 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?	To serve customers efficiently, staff must have the necessary tools.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Achieving the goal is dependent upon 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?		

**POTENTIAL NEGATIVE IMPACT**

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

Most Potential Negative Impact	<i>Not providing optimal tools for staff satisfaction and excellent customer service negatively impacts staff and customers and limits ability to conduct business efficiently.</i>
Level Requires Outside Help	<i>Adequate funding is necessary.</i>
Outside Help to Request	<i>General Assembly</i>
Level Requires Inform General Assembly	<i>Inform General Assembly at Budget Hearings</i>
3 General Assembly Options	<i>Provide needed funding</i>

**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)
n/a			

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**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?
Currently researching options		

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

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16
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 - Maintain, improve, and update infrastructure and provide support for current systems and applications.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.3 - Provide an off-site data site with the Department of Administration's Division of Technology to house minimal equipment to provide an online presence for the Secretary of State in the event of a disaster. Provide the necessary vendor software and hardware support to maintain the reliability of the site and its preparedness to go live. Provide daily replication for critical servers and databases to this site	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
<b>Objective</b>		
Objective # and Description:	Objective 2.3.1 - Provide back-up of all data off-site to ensure protection of permanent state records.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Legal responsibilities satisfied by Objective:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.
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Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Public Benefit/Intended Outcome:	In order to provide the services to our customers as mandated by statute, the office must have in place the infrastructure to house and protect data and offer online access to our customers. Providing for and constantly assessing infrastructure requirements is time-critical and essential to the Secretary of State's mission and vision.
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Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

**Agency Programs Associated with Objective**

Program Names:	Administration
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Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the

**Responsible Person**

Name:	Larry Hubbard, Melissa Dunlap
Number of Months Responsible:	Ongoing year to year. This goal cannot be measured in a few months.
Position:	IT Director, Deputy Secretary & Chief Legal Counsel
Office Address:	1205 Pendleton Street, Suite 525, Columbia, SC 29201
Department or Division:	Administration
Department or Division Summary:	Administration

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

**Amount Budgeted and Spent To Accomplish Objective**

Total Budgeted for this fiscal year:	\$16,500
Total Actually Spent:	Agency will provide next year

Copy and paste this information from the Strategic Budgeting Chart

**PERFORMANCE MEASURES**

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this 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 - Provide back-up of all data off-site to ensure protection of permanent state records.	
Performance Measure:	Provide backup off-site	
Type of Measure:	Outcome	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	80%	
2014-15 Target Results:	80%	
2014-15 Actual Results (as of 6/30/15):	80%	
2015-16 Minimum Acceptable Results:	100%	
2015-16 Target Results:	100%	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Melissa Dunlap, Deputy Secretary of State and Larry Hubbard, IT Director	
Why was this performance measure chosen?	To ensure protection of permanent state records	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Obtaining needed equipment and off-site location in coordination with the Department of Administration Division of Information Technology	
What are the names and titles of the individuals who chose the target value for 2015-16?	Melissa Dunlap, Deputy Secretary of State and Larry Hubbard, IT 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 retention of permanent state records.	
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	Agency is the repository for permanent state records that must be preserved.
Level Requires Outside Help	Adequate funding needed
Outside Help to Request	General Assembly
Level Requires Inform General Assembly	Inform General Assembly at Budget Hearings
3 General Assembly Options	Provide requested funding

**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)
n/a	n/a	n/a	

**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 Dept. of Information Security	<i>Provides off-site location for back-up of permanent state records.</i>	<i>State/Local Government Entity</i>
n/a		

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

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16
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 - Maintain, improve, and update infrastructure and provide support for current systems and applications.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq. Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq. 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq. Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.4 - Provide support for existing hardware and software necessary to manage, replicate, update, and backup the on-site infrastructure and data.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.4.1 - Further develop efficiencies gained with new hardware that provides better protection from potential security threats.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Legal responsibilities satisfied by Objective:	Business Filings-Corporations and Nonprofits: SC Code §33-1-101, et seq.; Special Purpose Districts: SC Code § 6-11-335 et seq.; Qualified Businesses: SC Code §11-44-60; Uniform Commercial Code: SC Code §36-9-101, et seq.; Notary Public and Apostilles: SC Code §26-1-5, et seq.; Cable Franchise Authority: SC Code §58-12-5, et seq.; 95.1 (SS: UCC Filing Fees); Service of Process: SC Code §15-9-245, et seq.; Municipal Incorporations: SC Code §5-1-10, et seq.; 113-200 Municipal Corporations; Escheatment of Real Property: SC Code § 27-19-10, et seq.; 113-300 Uniform Real Property Recording Act; Trademarks: SC Code §39-15-10 et seq.; State Boards & Commissions: SC Code §1-1-1301, et seq.; Business Opportunities: SC Code §39-57-10, et seq.; Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations); Electoral College: SC Code §7-19-70, et seq.
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Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Public Benefit/Intended Outcome:	In order to provide the services to our customers as mandated by statute, the office must have in place the infrastructure to house and protect data and offer online access to our customers. Providing for and constantly assessing infrastructure requirements is time-critical and essential to the Secretary of State's mission and vision.
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Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

**Agency Programs Associated with Objective**

Program Names:	Administration
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Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the

**Responsible Person**

Name:	Larry Hubbard, Melissa Dunlap
Number of Months Responsible:	Ongoing year to year. This goal cannot be measured in a few months.
Position:	IT Director, Deputy Secretary & Chief Legal Counsel
Office Address:	1205 Pendleton Street, Suite 525, Columbia, SC 29201
Department or Division:	Administration
Department or Division Summary:	Administration

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

**Amount Budgeted and Spent To Accomplish Objective**

Total Budgeted for this fiscal year:	\$25,000
Total Actually Spent:	Agency will provide next year

Copy and paste this information from the Strategic Budgeting Chart

**PERFORMANCE MEASURES**

*Instructions*: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this 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 2.4.1 - Further develop efficiencies gained with new hardware that provides better protection from potential security threats.	
Performance Measure:	Increase security technologies	
Type of Measure:	Outcome	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	60%	
2014-15 Target Results:	60%	
2014-15 Actual Results (as of 6/30/15):	60%	
2015-16 Minimum Acceptable Results:	85%	
2015-16 Target Results:	85%	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Larry Hubbard, IT Director, Melissa Dunlap, Deputy Secretary of State & Chief Legal Counsel	
Why was this performance measure chosen?	Providing security from potential security threats is required to ensure protection of permanent state records and to comply with the Department of Administration's Division of Technology Plan.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Larry Hubbard, IT Director, Melissa Dunlap, Deputy Secretary of State & Chief Legal Counsel	
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?	Providing security from potential security threats is required to ensure protection of permanent state records and to comply with the Department of Administration's Division of Technology 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?		

**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	Loss of permanent state records and inability to process business filings disrupting the start of businesses in the state or necessary filings to conduct ongoing business in all divisions of the agency
Level Requires Outside Help	Adequate funding is necessary
Outside Help to Request	General Assembly
Level Requires Inform General Assembly	Inform General Assembly at Budget Hearings
3 General Assembly Options	Provide needed funding

**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)
n/a	n/a		

**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's Division of Technology	Implementation of the State IT Security Plan	State/Local Government Entity

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

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

<b>Strategic Plan Context</b>		
# and description of Goal the Objective is helping accomplish:	Goal 3 - Protect and educate charitable donors through the enforcement of the Solicitation of Charitable Funds Act.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations)	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.1 - Implement and enforce raffles legislation as enacted by the General Assembly.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
<b>Objective</b>		
Objective # and Description:	Objective 3.1.1 - Continue to work with charities and educate both charities and donors about the requirements of the raffle legislation.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations)	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Education and protection of charitable donors in the state.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
<b>Agency Programs Associated with Objective</b>		
Program Names:	Administration	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
<b>Responsible Person</b>		
Name:	Shannon Wiley and Melissa Dunlap	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Ongoing year to year and cannot be measured in months	
Position:	General Counsel, Deputy Secretary of State & Chief Legal Counsel	
Office Address:	1205 Pendleton St. Suite 525, Columbia, SC 29201	
Department or Division:	Administration	
Department or Division Summary:	Administration	
<b>Amount Budgeted and Spent To Accomplish Objective</b>		
Total Budgeted for this fiscal year:	\$2,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	
<b>PERFORMANCE MEASURES</b>		

**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 - Continue to work with charities and educate both charities and donors about the requirements of the raffle legislation.	
<b>Performance Measure:</b>	Number of staff trainings conducted on raffle legislation	
<b>Type of Measure:</b>	Outcome	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	34	
2014-15 Target Results:	34	
2014-15 Actual Results (as of 6/30/15):	34	
2015-16 Minimum Acceptable Results:	36	
2015-16 Target Results:	38	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Melissa Dunlap, Deputy Secretary & Chief Legal Counsel, Shannon Wiley, General Counsel	
Why was this performance measure chosen?	To educate the public about changes in charities law and facilitate compliance	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Melissa Dunlap, Deputy Secretary & Chief Legal Counsel, Shannon Wiley, General Counsel	
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?	Changes to charities laws and raffles were considered. It was reasonable based on the number of trainings a small staff is able to conduct in a year along with other duties.	
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	<i>Failure to comply with the Solicitation of Charitable Funds Act resulting in harm to charities and charitable donors in the state</i>
Level Requires Outside Help	<i>Necessary funding to provide training</i>
Outside Help to Request	<i>General Assembly</i>
Level Requires Inform General Assembly	<i>n/a</i>
3 General Assembly Options	<i>Provide adequate funding</i>

**REVIEWS/AUDITS**

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

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

**PARTNERS**

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
<i>n/a</i>	<i>n/a</i>	

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

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16
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 - Protect and educate charitable donors through the enforcement of the Solicitation of Charitable Funds Act.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations)	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.2 - Continue to collaborate with other agencies, both state and federal, to enforce the Solicitation of Charitable Funds Act.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.2.1 - Continue to participate in multi-state actions.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations)	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Education and protection of charitable donors in the state.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Administration	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	Shannon Wiley & Melissa Dunlap	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Ongoing year to year. This goal cannot be measured in a few months.	
Position:	General Counsel & Deputy Secretary of State & Chief Legal Counsel	
Office Address:	1205 Pendleton Street, Suite 525, Columbia, SC 29201	
Department or Division:	Administration	
Department or Division Summary:	Administration	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$10,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	
PERFORMANCE MEASURES		

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

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

**Types of Performance Measures:**

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

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

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

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

**How the Agency is Measuring its Performance**

Objective Number and Description	Objective 3.2.1 - Continue to participate in multi-state actions.	
Performance Measure:	Participate in multi-state actions	
Type of Measure:	Outcome	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	1	
2014-15 Target Results:	1	
2014-15 Actual Results (as of 6/30/15):	1	
2015-16 Minimum Acceptable Results:	2	
2015-16 Target Results:	3	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Shannon Wiley, General Counsel & Melissa Dunlap, Deputy Secretary of State & Chief Legal Counsel	
Why was this performance measure chosen?	To continue our efforts to protect charitable donors in the state	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Shannon Wiley, General Counsel	
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 importance of enforcing the Solicitation of Charitable Funds Act	
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	Failure to comply with the Solicitation of Charitable Funds Act resulting in harm to charities and charitable donors in the state
Level Requires Outside Help	Adequate funding is necessary
Outside Help to Request	General Assembly
Level Requires Inform General Assembly	n/a
3 General Assembly Options	Provide needed funding

**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)
n/a			

**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?
Pending litigation cannot be discussed.		

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

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16
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 - Protect and educate charitable donors through the enforcement of the Solicitation of Charitable Funds Act.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations)	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.3 - Continue to provide public awareness through trainings and online reports.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.3.1 - Provide trainings to groups statewide.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations)	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Education and protection of charitable donors in the state.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Administration	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	Shannon Wiley & Melissa Dunlap	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Ongoing year to year. This goal cannot be measured in a few months.	
Position:	General Counsel & Deputy Secretary of State & Chief Legal Counsel	
Office Address:	1205 Pendleton Street, Suite 525, Columbia, SC 29201	
Department or Division:	Administration	
Department or Division Summary:	Administration	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$2,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	
PERFORMANCE MEASURES		

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

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

**Types of Performance Measures:**

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

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

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

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

**How the Agency is Measuring its Performance**

Objective Number and Description	Objective 3.3.1 - Provide trainings to groups statewide.	
<b>Performance Measure:</b>	Number of staff trainings on Solicitation of Charitable Funds Act	
<b>Type of Measure:</b>	Outcome	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	34	
2014-15 Target Results:	34	
2014-15 Actual Results (as of 6/30/15):	34	
2015-16 Minimum Acceptable Results:	38	
2015-16 Target Results:	38	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Shannon Wiley, General Counsel & Melissa Dunlap, Deputy Secretary of State & Chief Legal Counsel	
Why was this performance measure chosen?	Education of charitable donors is critical in the enforcement of the Solicitation of Charitable Funds Act	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	General Counsel & Deputy Secretary of State & Chief Legal Counsel	
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?	Education of charitable donors is critical in the enforcement of the Solicitation of Charitable Funds Act	
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	Failure to educate charitable donors and charitable organizations in the state results in a lack of compliance and understanding which may lead to fraud in charitable solicitations.
Level Requires Outside Help	Adequate funding to enforce the Solicitation of Charitable Funds Act
Outside Help to Request	General Assembly

Level Requires Inform General Assembly	n/a
3 General Assembly Options	Provide necessary funding

**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)
n/a	n/a		

**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?
n/a		

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

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16
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 - Protect and educate charitable donors through the enforcement of the Solicitation of Charitable Funds Act.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations)	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.3 - Continue to provide public awareness through trainings and online reports.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.3.2 -Publish additional reports on agency website to educate and protect charitable donors.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	Solicitation of Charitable Funds Act: SC Code §33-56-10, et seq.; Nonprofit Raffles: SC Code §33-57-100, et seq.; 95.4 (SS: Charitable Funds Act Disclosure Violations); 95.5 (SS: Charitable Funds Act Misrepresentation Violations)	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Education and protection of charitable donors in the state.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Administration	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	Shannon Wiley & Melissa Dunlap	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Ongoing year to year. This goal cannot be measured in a few months.	
Position:	General Counsel & Deputy Secretary of State & Chief Legal Counsel	
Office Address:	1205 Pendleton Street, Suite 525, Columbia, SC 29201	
Department or Division:	Administration	
Department or Division Summary:	Administration	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$15,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	
PERFORMANCE MEASURES		



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

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

**Types of Performance Measures:**

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

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

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

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

**How the Agency is Measuring its Performance**

Objective Number and Description	Objective 3.3.2 -Publish additional reports on agency website to educate and protect charitable donors.	
<b>Performance Measure:</b>	Number of online reports for charity donors	
<b>Type of Measure:</b>	Outcome	
<b>Results</b>		
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:	5	
2015-16 Target Results:	5	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Shannon Wiley, General Counsel & Melissa Dunlap, Deputy Secretary of State & Chief Legal Counsel	
Why was this performance measure chosen?	To increase public awareness through additional information made available on the agency website in order to enforce the Solicitation of Charitable Funds Act	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Shannon Wiley, General Counsel & Melissa Dunlap, Deputy Secretary of State & Chief Legal Counsel	
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?	Options to increase public awareness to promote educated charitable donors and protection of charitable organizations	
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	<i>Failure to educate charitable donors and charitable organizations in the state results in a lack of compliance and understanding which may lead to fraud in charitable solicitations.</i>
Level Requires Outside Help	<i>Adequate funding to enforce the Solicitation of Charitable Funds Act</i>
Outside Help to Request	<i>General Assembly</i>
Level Requires Inform General Assembly	<i>n/a</i>
3 General Assembly Options	<i>Provide necessary funding</i>

**REVIEWS/AUDITS**

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

**PARTNERS**

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
<i>NWN</i>	<i>Enhancement to online Charities Application</i>	<i>Business, Association or Individual</i>
<i>SC.Gov</i>	<i>Website project</i>	<i>Business, Association or Individual</i>

# Reporting Requirements

Agency Responding	Office of the Secretary of State						
Date of Submission	12-Jan-16						
Fiscal Year for which information below pertains	2015-16						
<b>Instructions :</b>							
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							
Report #	1	2	3	4	5	6	7
Report Name:	Restructuring Report	Accountability Report	Restructuring Report	High Growth Small Business Jobs Creation Act	Agency Fines and Fee Report	Agency Debt Collection Report	Other Funds Survey
<b>Why Report is Required</b>							
Legislative entity requesting the agency complete the report:	House Legislative Oversight Committee	Executive Budget Office	Senate Oversight Committee	House Ways & Means, Senate Finance, & the Governor	Chair of Senate Finance and House Ways & Means	Executive Budget Office	Revenue and Fiscal Affairs & Executive Budget Office
Law which requires the report:	1-30-10(G)(1)	1-1-820, Proviso 117.31	1-30-10(a)	11-44-60	Proviso 117.79	Proviso II 7.37	
Agency's understanding of the intent of the report:	Increased Efficiency	Accountability Reporting	Increased Efficiency	List of qualified businesses from prior year	Accountability & Transparency	Report Outstanding Debt	Survey Other funds
Year agency was first required to complete the report:	2015	?	2015	2014	2012	?	2012
Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	Annually	Annually	Annually by Proviso	Annually by Proviso	Annually
<b>Information on Most Recently Submitted Report</b>							
Date Report was last submitted:							
<b>Timing of the Report</b>							
Month Report Template is Received by Agency:	March and November	July	November	N/A	N/A	January	October
Month Agency is Required to Submit the Report:	March and January	September	January	January	September	March	November
<b>Where Report is Available &amp; Positive Results</b>							
To whom the agency provides the completed report:	House Legislative Oversight Committee	Executive Budget Office	Senate Oversight Committee	House Ways & Means, Senate Finance, & the Governor	Chair of Senate Finance and House Ways & Means	Executive Budget Office	Revenue and Fiscal Affairs & Executive Budget Office
Website on which the report is available:	<a href="http://www.scstatehouse.gov">www.scstatehouse.gov</a>	<a href="http://www.sos.sc.gov">www.sos.sc.gov</a>		<a href="http://www.sos.sc.gov">www.sos.sc.gov</a>	<a href="http://www.sos.sc.gov">www.sos.sc.gov</a>		
If it is not online, how can someone obtain a copy of it:			Contact the agency			Contact the agency	Contact the agency
Positive results agency has seen from completing the report:	Opportunity for futher discussion of agency goals and vision and plans for achieving the goals	Review of agency achievements and goal planning	Opportunity for futher discussion of agency goals and vision and plans for achieving the goals	n/a	n/a	n/a	n/a

Information in all these rows should be for when the agency completed the report most recently

# Restructuring Recommendations and Feedback

Agency Responding	Office of the Secretary of State
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

## RESTRUCTURING RECOMMENDATIONS

*Instructions:* Please answer the questions below and add as many rows as needed.

Does the agency have any recommendations, minor or major, for restructuring?

No

If the agency has recommendations for restructuring, list each one on a separate row in the chart below. Add as many rows as needed.

Does the agency recommendation require legislative action?	Recommendation for restructuring

## FEEDBACK (Optional)

*Instructions:* Please answer the questions below to provide feedback on this Annual Restructuring Report ("Report").

Please list 1-3 benefits the agency sees in the public having access to the information requested in the Report, in the format it was requested.	Please list 1-3 benefits to agency management and employees in having all of this information available in one document.	Now that the agency has completed the Report, please list 1-3 things the agency could do differently next year (or it could advise other agencies to do) to complete the Report in less time and at a lower cost to the agency.
1 Provides an overview of the many statutory duties of the Secretary of State's Office and the office's goals to provide efficient customer service while achieving the goals and meeting the objectives.	1 Provides all goals, strategies and objectives in one document along with budgetary plans.	1
2	2	2
3	3	3

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)
	1 For the sections requiring a lot of text, entering the information in Word format might be easier.	
Why or why not?	2	
	3	

Agencies are not required to do anything in this worksheet. This worksheet is part of the document so the proper drop down menus can be available in the other tabs.

**Is Performance Measure Required?**

State  
Federal  
Only Agency Selected

**Type of Performance Measure**

Outcome  
Efficiency  
Output  
Input/Explanatory/Activity

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

State/Local Government Entity  
College/University  
Business, Association or Individual

**Does the Agency have any restructuring recommendations**

Yes  
No

Does the agency believe this year's Restructuring Report was less burdensome than last year's?

Yes  
No