Legislative Oversight Committee
South Carolina House of Representatives
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2016 Annual Restructuring Report Guidelines

PLEASE NOTE:

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

Agency Name:	**SC Department of Commerce**
Date Report Submitted:	**1/12/2016**
Agency Head	
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Legal Standards

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

Agency Responding	SC Department of Commerce
Date of Submission	1/12/2016

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

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
1	13-1-10	State	Establishes DOC as an agency to be comprised of various divisions, such divisions to have the functions and powers as provided for by law.	Statute
2	13-1-20	State	Establishes purpose of DOC to conduct statewide program to stimulate economic activity, manage business affairs of Savannah Valley Development Division, develop, public railways system, and enhance economic growth via strategic planning and coordination.	Statute
3	13-1-25	State	Clarifies that all funds use by DOC regardless of source are public monies for all purposes; establishes reporting requirements each fund during previous calendar year; provides exemption for expenditures for ongoing negotiations with industry or business until next calendar year.	Statute
4	13-1-30	State	Establishes Secretary to be appointed by Governor and confirmed by Senate and who shall have authority to appoint an executive director and directors of each division of agency, all to serve the pleasure of the secretary.	Statute
5	13-1-40	State	Establishes the Secretary's authority to appoint advisory councils.	Statute

Legal Standards

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?
6	13-1-45	State	Establishes SC Water and Wastewater Infrastructure Fund and criteria for funds implementation. Program funded from Tobacco Settlement Proceeds and has been completed.	Statute
7	13-150	State	Establishes annual audit of DOC.	Statute
8	13-1-310 through 13-10-360	State	Establishes Division of Development from former State Development Board; provides for powers and duties, among other things. (This Division encompasses the primary economic development mission of DOC.)	Statute
9	13-1-380	State	Establishes the Recycling Development Advisory Council and its functions.	Statute
10	13-1-610 through 13-1-810	State	Establishes the Division of Savannah Valley Development and all of its powers, functions, and duties. NOTE: All assets of the Savannah Valley Division were transferred to DNR and other local entities after approval by the Budget and Control Board. Division remains in existence because it is the legal obligor on a note with the STO regarding Savannah Lakes Village, which is being paid from homeowner fees/taxes. It is projected that the Note will be paid off by or before 2018.	Statute
11	13-1-1310 through 13-1-1480	State	Establishes the Division of Public Railways as a lump sum agency of DOC and all of its powers, functions and duties, including the power to issue revenue bonds and extend rail operations subject to approval of the Budget & Control Board.	Statute
12	13-1-1710	State	Creates the Coordinating Council for Economic Development with the Secretary of Commerce as Chair and the heads of ten other agencies as members.	Statute
13	13-1-1720	State	Establishes the purposes and duties of the Council.	Statute
14	13-1-1730	State	Establishes annual reporting requirement.	Statute
15	13-1-1740	State	Council to make recommendations to Governor, General Assembly, and Budget & Control Board as to economic development programs, policies, and appropriations.	Statute
16	13-1-1750	State	Council to be funded by members agencies (proviso allows Council administration to be funded from programmatic funds); Council make establish technical advisory committees and shall use data available from DOT, universities, and other agencies relevant to economic development and growth in SC.	Statute
17	13-1-1760	State	Council shall not infringe on authority of members agencies.	Statute
18	13-1-1810	State	Transfers the powers and duties of Regional Education Centers to DOC.	Statute
19	13-1-1820	State	Establishes that DOC will provide oversight to RECs; provides primary responsibilities of RECs; requires each REC to have a career development facilitator; requires provision of data and reports as requested by DOC; provides that RECs must conform to requirements of Local Workforce Investment Areas as established by SC Workforce Investment Act and have a board with meeting statutory requirements. RECs shall include one-stop shops, workforce investment boards, tech prep consortia, and regional technology centers.	Statute

Legal Standards

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?
20	13-1-1840	State	Requires SCDEW, and State Tech, and Department of Education to assist DOC in planning and promoting career information and employment options and preparation programs and in the establishment of RECs.	Statute
21	Housing & Community Development Act of 1974 and associated regulations found in Title 24, Housing & Urban Development, Part 570, Community Development Block Grants.	Federal	Establishes programmatic framework for Community Development Block Grant Program administered by DOC.	Statute
22	Proviso 50.1	State	Any proceeds from the sale of publications may be retained in the agency.	Proviso
23	Proviso 50.2	State	This proviso allows the Coordinating Council for Economic Development the ability to utilize up to ten percent of the Set Aside Fund for administrative program costs and business recruitment and retention and $60,000 of the Set Aside Fund to be used for GIS related expenditures and any remaining balance at the end of this fiscal year to be carried forward to next year.	Proviso
24	Proviso 50.3	State	This proviso allows the Coordinating Council for Economic Development the authority to transfer economic development funds at its disposal to the Closing Fund.	Proviso
25	Proviso 50.4	State	Allows the carry forward of funds collected from SC companies for trade shows.	Proviso
26	Proviso 50.5	State	Requires the establishment of a Special Events Advisory Committee and expenditure and reporting guidelines.	Proviso
27	Proviso 50.6	State	Revenue received from the sublease on non-state owned office space may be retained and expended to offset the cost of the department's leased office space.	Proviso
28	Proviso 50.7	State	The department may charge a fee for ad sales in department authorized publications and may use these fees to offset the cost of printing and production of the publications. Any revenue generated above the actual cost shall be remitted to the General Fund.	Proviso
29	Proviso 50.8	State	The Secretary of Commerce shall be authorized to appoint the staff of the department's foreign offices on a contractual basis on such terms as the Secretary deems appropriate, subject to review by the Office of Human Resources of the Budget and Control Board.	Proviso

Legal Standards

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?
30	Proviso 50.9	State	Requires the transfer of $500,000 shall be made available for the routing, planning and construction of I-73.	Proviso
31	Proviso 50.10	State	In order to encourage and facilitate economic development, funds appropriated for the Closing Fund for competitive recruitment purposes shall be used as approved by the Coordinating Council for Economic Development. Any unexpended at the end of the prior fiscal year may be carried forward and expended in the current fiscal year by the Department of Commerce for the same purposes	Proviso
32	Proviso 50.11	State	Application fees received by the department must be deposited within five business days from the Coordinating Council application approval date.	Proviso
33	Proviso 50.12	State	The Recycling Market Development Advisory Council must submit an annual report outlining recycling activities to the Governor and members of the General Assembly by March fifteenth each year.	Proviso
34	Proviso 50.13	State	Establishes the guidelines for the disbursement of funds related to the Regional Economic Development Organizations.	Proviso
35	Proviso 50.15	State	Establishes the guidelines for funds authorized to the SC Mfg Extension Partnership.	Proviso
36	Proviso 50.16	State	Establishes the guidelines for the disbursement of funds related to the Business Incubator/Innovation Program.	Proviso
38	Proviso 50.17	State	Establishes the guidelines for the disbursement of funds related to the Council on Competitiveness.	Proviso

Mission, Vision and Goals

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

Agency Responding	SC Department of Commerce
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

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

Mission	Working together to create opportunities for South Carolinians by promoting: job creation, economic growth, and improved living standards for SC.
Legal Basis for agency's mission	13-1-10
Vision	It is our vision that South Carolina's economy will become more competitive in a global economy, providing South Carolinians of all ages and skill levels an opportunity to maximize their talents and abilities.
Legal Basis for agency's vision	13-1-10

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			
13-1-10	Goal 1 - Attract capital investment and job creation throughout South Carolina	Best measure of agency's success in recruitment.	Ensure economic development and the creation of job opportunities for citizens in all regions of the state.	Various (See Strategy, Obj. & Responsibility sheet)	Various (See Strategy, Obj. & Responsibility sheet)	Various (See Strategy, Obj. & Responsibility sheet)
13-1-10	Goal 2 - Build on the strengths of the state's existing, small, and emerging industries	Commerce must also build on its existing industries and promote economic development	Build on the strengths of the state's existing, small, and emerging industries	Various	Various	Various
13-1-10	Goal 3 -Increase the knowledge and available infrastructure in South Carolina through workforce and community development	Commerce must be looking to the future with workforce development and available sites for future development.	Commerce must be looking to the future with workforce development and available sites for future development.	Various	Various	Various
13-1-10	Goal 4 - Serve as the connection for the business and education communities in order to prepare the workforce to meet industry demands	Students and educational community must be aware of skills needed and workforce opportunities in their communities	Serve as the connection for the business and education communities in order to prepare the workforce to meet industry demands	Various	Various	Various
13-1-10	Goal 5 - Manage agency assets to achieve agency goals and objectives	Manage agency assets to achieve agency goals and objectives	Manage agency assets to achieve agency goals and objectives	Various	Various	Various

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.

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Fiscal Year for which information below pertains	2015-16

Instructions :

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

Name of Agency Program	Description of Program	Legal Statute or Proviso Requiring the Program	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart) List ONLY ONE strategic objective per row.
I. Administration & Support	To support the agency with legal, finance, budget, information technology and human resources services.	13-1-10	All
II.A. Global Business Development	To recruit new and existing expansions and locations; to increase the capital investment and number of jobs in South Carolina.	13-1-10	1.1.1
II.A. Global Business Development	To recruit new and existing expansions and locations; to increase the capital investment and number of jobs in South Carolina.	13-1-10	1.1.2
II.A. Global Business Development	To recruit new and existing expansions and locations; to increase the capital investment and number of jobs in South Carolina.	13-1-10	1.1.3
II.A. Global Business Development	To recruit new and existing expansions and locations; to increase the capital investment and number of jobs in South Carolina.	13-1-10	1.2.1
II.A. Global Business Development	To recruit new and existing expansions and locations; to increase the capital investment and number of jobs in South Carolina.	13-1-10	1.2.2
II.B. Small Business and Existing Industry	To help South Carolina companies both large and small achieve peak performance by bringing together professionals who offer a wealth of experience in key areas to offer a dynamic approach that helps businesses and communities prosper.	13-1-10	2.1.1
II.B. Small Business and Existing Industry	To help South Carolina companies both large and small achieve peak performance by bringing together professionals who offer a wealth of experience in key areas to offer a dynamic approach that helps businesses and communities prosper.	13-1-10	2.1.2
II.B. Small Business and Existing Industry	To help South Carolina companies both large and small achieve peak performance by bringing together professionals who offer a wealth of experience in key areas to offer a dynamic approach that helps businesses and communities prosper.	13-1-10	2.1.3
II.B. Small Business and Existing Industry	To help South Carolina companies both large and small achieve peak performance by bringing together professionals who offer a wealth of experience in key areas to offer a dynamic approach that helps businesses and communities prosper.	13-1-10	2.2.1
II.B. Small Business and Existing Industry	To help South Carolina companies both large and small achieve peak performance by bringing together professionals who offer a wealth of experience in key areas to offer a dynamic approach that helps businesses and communities prosper.	13-1-10	2.2.2
II.C. Community & Rural Development	To assist local leaders in achieving success for their communities through product development, asset development and leadership and community investment.	13-1-10	1.2.1
II.C. Community & Rural Development	To assist local leaders in achieving success for their communities through product development, asset development and leadership and community investment.	13-1-10	1.2.2
II.C. Community & Rural Development	To assist local leaders in achieving success for their communities through product development, asset development and leadership and community investment.	13-1-10	3.1.1
II.C. Community & Rural Development	To assist local leaders in achieving success for their communities through product development, asset development and leadership and community investment.	13-1-10	3.1.2
II.C. Community & Rural Development	To assist local leaders in achieving success for their communities through product development, asset development and leadership and community investment.	13-1-10	3.3.1

Associated Programs

Name of Agency Program	Description of Program	Legal Statute or Proviso Requiring the Program	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart) List **ONLY ONE** strategic objective per row.
II.C. Community & Rural Development	To assist local leaders in achieving success for their communities through product development, asset development and leadership and community investment.	13-1-10	3.3.2
II.D Marketing, Communications and Research	To develop marketing strategies utilizing the State's brand in recruiting industry and attracting investments to the State. To provide real-time, accurate data, information, and research to support the mission of the agency in recruiting industry and attracting investments to the State.	13-1-10	All
II.E.1 Grant Programs - Coordinating Council for Economic Development	To assist with economic development projects that will represent new jobs and capital investment in the state, either as a result of new business locations or existing business retention and expansion.	13-1-10	1.1.1
II.E.1 Grant Programs - Coordinating Council for Economic Development	To assist with economic development projects that will represent new jobs and capital investment in the state, either as a result of new business locations or existing business retention and expansion.	13-1-10	1.1.3
II.E.1 Grant Programs - Coordinating Council for Economic Development	To assist with economic development projects that will represent new jobs and capital investment in the state, either as a result of new business locations or existing business retention and expansion.	13-1-10	1.2.1
II.E.1 Grant Programs - Coordinating Council for Economic Development	To assist with economic development projects that will represent new jobs and capital investment in the state, either as a result of new business locations or existing business retention and expansion.	13-1-10	1.2.2
II.E.1 Grant Programs - Coordinating Council for Economic Development	To assist with economic development projects that will represent new jobs and capital investment in the state, either as a result of new business locations or existing business retention and expansion.	13-1-10	5.1.1
II.E.2 Grant Programs - Community Development Block Grant	To assist communities with grants for infrastructure, housing, economic development and planning.	13-1-10	3.2.1
II F. Regional Education Centers	To coordinate and facilitate the delivery of information, resources, and services to students, educators, employers, and the community	13-1-1840	4.1.1
II F. Regional Education Centers	To coordinate and facilitate the delivery of information, resources, and services to students, educators, employers, and the community	13-1-1840	4.1.2
II G. Innovation/Emerging Industries	To help foster the growth of our innovative and emerging industries in the state..	13-1-10	2.3.1

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	SC Department of Commerce
Date of Submission	1/12/2016
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:
(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					
13-1-10	Goal 1 - Attract capital investment and job creation throughout South Carolina	Best measure of agency's success in recruitment.	Ensure economic development and the creation of job opportunities for citizens in all regions of the state.	Bobby Hitt	Annual Goal	Secretary of Commerce	1201 Main Street, Suite 1600, Columbia SC	Department of Commerce
	Strategy 1.1 - Implement a targeted marketing strategy to promote new investment and job creation	n/a	n/a	n/a	n/a	n/a	n/a	n/a
13-1-10	Objective 1.1.1 - Take a "Team South Carolina" approach to attract capital investment and job creation throughout South Carolina.	Best measure of agency's success in recruitment. Numbers are over a calendar year basis.	Ensure economic development and the creation of job opportunities for citizens in all regions of the state.	Bobby Hitt	Annual Goal	Secretary of Commerce	1201 Main Street, Suite 1600, Columbia SC	Department of Commerce

Strategy, Objectives and Responsibility

Legal Responsibilities Satisfied: (i.e. state and federal statutes or provisos the goal or objective is satisfying)	*Strategic Plan Part and Description* (i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	How it is S.M.A.R.T.: Describe how each goal and objective is... Specific; Measurable; Attainable; Relevant; and Time-bound	Public Benefit/Intended Outcome: (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	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:
13-1-10	Objective 1.1.2 - Have South Carolina be considered one of the most business-friendly states in the U.S.	Objective compares South Carolina with other states.	Advance South Carolina's reputation as an ideal location for businesses to succeed, which, in turn, stimulates industry recruitment efforts and promotes economic development and prosperity throughout the state.	Bobby Hitt	Annual Goal	Secretary of Commerce	1201 Main Street, Suite 1600, Columbia SC	Department of Commerce
13-1-10	Objective 1.1.3 - Be ranked in the top five state for Foreign Direct Investment	Objective compares South Carolina with other states.	Attract international investment and job creation from across the globe, maximizing opportunities to grow South Carolina's economy.	Bobby Hitt	Annual Goal	Secretary of Commerce	1201 Main Street, Suite 1600, Columbia SC	Department of Commerce
	Strategy 1.2 - Increase Emphasis on recruiting jobs to rural communities of SC	n/a	n/a	n/a	n/a	n/a	n/a	n/a
13-1-10	Objective 1.2.1 - Meet or Exceed goal established by agency for jobs recruited in rural areas of SC.	Best measure of agency's success in recruitment in our rural counties. Numbers are over a calendar year basis.	Enhance the quality of life for citizens in communities of all sizes around the state.	Bobby Hitt	Annual Goal	Secretary of Commerce	1201 Main Street, Suite 1600, Columbia SC	Department of Commerce
13-1-10	Objective 1.2.2 - Meet or Exceed % of jobs recruited in rural areas of SC as compared to % of labor pool residing in rural counties.	Objective meant to indicate if rural job recruitment is making progress.	Increase the number of job opportunities for those living in rural areas, which, in turn, improves the quality of life and economic vitality in those areas.	Bobby Hitt	Annual Goal	Secretary of Commerce	1201 Main Street, Suite 1600, Columbia SC	Department of Commerce
13-1-10	Goal 2 - Build on the strengths of the state's existing, small, and emerging industries	Commerce must also build on its existing industries and promote economic development	Build on the strengths of the state's existing, small, and emerging industries	Bobby Hitt	Annual Goal	Secretary of Commerce	1201 Main Street, Suite 1600, Columbia SC	Department of Commerce
	Strategy 2.1 - Build on the strengths of the state's existing industries	n/a	n/a	n/a	n/a	n/a	n/a	n/a
13-1-10	Objective 2.1.1 - Communicate with existing industries to understand their opportunities and barriers to success.	Objective measures the number of industries/businesses receiving contact or assistance.	Serve as a resource for existing businesses and eliminate unnecessary impediments to economic growth and business success.	Maceo Nance	Annual Goal	Director of Small Business and Rural Development	1201 Main Street, Suite 1600, Columbia SC	Division of Small Business and Rural Development
13-1-10	Objective 2.1.2 - Inform existing businesses on trade opportunities.	Measure reports the number of industries/businesses receiving contact or assistance.	Encourage and promote trade and export activity, benefiting individual companies and providing an economic boost to the state as a whole.	Ford Graham	Annual Goal	Director of International Strategy and Trade	1201 Main Street, Suite 1600, Columbia SC	Division of International Strategy and Trade
13-1-10	Objective 2.1.3 - Inform existing businesses on recycling initiatives and opportunities.	Objective measures the number of industries/businesses receiving contact or assistance.	Provide businesses with long-term return on investment, including avoided disposal costs, as well as potential revenues from the sale of recycled materials.	Maceo Nance	Annual Goal	Director of Small Business and Rural Development	1201 Main Street, Suite 1600, Columbia SC	Division of Small Business and Rural Development
	Strategy 2.2 - Build on the strengths of the state's small businesses	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Strategy, Objectives and Responsibility

Legal Responsibilities Satisfied: (i.e. state and federal statutes or provisos the goal or objective is satisfying)	*Strategic Plan Part and Description* (i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	How it is S.M.A.R.T.: Describe how each goal and objective is... Specific; Measurable; Attainable; Relevant; and Time-bound	Public Benefit/Intended Outcome: (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	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:
13-1-10	Objective 2.2.1 - Provides tools designed to increase corporate awareness of small businesses and their capabilities.	Objective measures the number of small businesses receiving contact or assistance.	Foster an environment encouraging corporate investment in firms of all sizes, which, in turn, stimulates the state's economy by supporting the success and growth of all businesses.	Maceo Nance	Annual Goal	Director of Small Business and Rural Development	1201 Main Street, Suite 1600, Columbia SC	Division of Small Business and Rural Development
13-1-10	Objective 2.2.2 - Match commercial demand with local supply and to create cohesive and mutually beneficial business relationships within South Carolina.	Objective measures the number of small businesses taking advantage of the BuySC program.	Provide both businesses and local communities with greater opportunities to succeed, ensuring future prosperity, not just for business owners, but for all citizens.	Maceo Nance	Annual Goal	Director of Small Business and Rural Development	1201 Main Street, Suite 1600, Columbia SC	Division of Small Business and Rural Development
	Strategy 2.3 - Build on the strengths of the state's innovative and emerging industries	n/a	n/a	n/a	n/a	n/a	n/a	n/a
13-1-10	Objective 2.3.1 - Develop a innovation program toward achieving the objectives of the State Innovation Plan.	Commerce must build a robust ecosystem for entrepreneurs, start-ups and emerging industries.	Create an environment which cultivates the creation of high-technology, high-growth companies.	Amy Love	Annual Goal	Director of Innovation	1201 Main Street, Suite 1600, Columbia SC	Office of Innovation
13-1-10	Goal 3 -Increase the knowledge and available infrastructure in South Carolina through workforce and community development	Commerce must be looking to the future with workforce development and available sites for future development.	Commerce must be looking to the future with workforce development and available sites for future development.	Bobby Hitt	Annual Goal	Secretary of Commerce	1201 Main Street, Suite 1600, Columbia SC	Department of Commerce
	Strategy 3.1 - Work with local leaders to develop economic development "product," such as speculative buildings, industrial sites and parks to ensure that communities have available properties for investors and job creators	n/a	n/a	n/a	n/a	n/a	n/a	n/a
13-1-10	Objective 3.1.1 - Maintain inventory of existing speculative buildings, industrial sites and parks	Commerce maintains a listing of available sites and building for future economic development.	Provide both prospects and existing businesses with an abundance of options to house new operations, as well as expansions.	Maceo Nance	Annual Goal	Director of Small Business and Rural Development	1201 Main Street, Suite 1600, Columbia SC	Division of Small Business and Rural Development
13-1-10	Objective 3.1.2 - Provide leadership, direction and guidance to communities and counties regarding developmental structure, strategic planning and community outreach.	Commerce maintains a listing of available sites and building for future economic development.	Assist in positioning all regions and communities of South Carolina to best achieve their maximized economic potential.	Maceo Nance	Annual Goal	Director of Small Business and Rural Development	1201 Main Street, Suite 1600, Columbia SC	Division of Small Business and Rural Development
	Strategy 3.2 - Improve infrastructure of South Carolina Lower-Moderate Income (LMI) communities by making a suitable living environment more widely available.	n/a	n/a	n/a	n/a	n/a	n/a	n/a
13-1-10	Objective 3.2.1 - Provide funding and training for new or improved infrastructure, facilities and services.	Utilize available funding to improve the eligible communities	Ensure that communities have the resources needed to effectively and efficiently operate in South Carolina.	Daniel Young	Annual Goal	Director of Grants and Incentives	1201 Main Street, Suite 1600, Columbia SC	Division of Grants
	Strategy 3.3 - Provide timely, relevant, and up-to-date economic development training for local leadership and practitioners.	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Strategy, Objectives and Responsibility

Legal Responsibilities Satisfied: (i.e. state and federal statutes or provisos the goal or objective is satisfying)	*Strategic Plan Part and Description* (i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	How it is S.M.A.R.T.: Describe how each goal and objective is... Specific; Measurable; Attainable; Relevant; and Time-bound	Public Benefit/Intended Outcome: (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	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:
13-1-10	Objective 3.3.1 - Have active participation among ally and local entities in agency sponsored economic development training opportunities.	Commerce must be looking to the future with workforce development and ensure economic development community has necessary and relevant training to be successful.	Provide communities leaders in all regions of the state with the knowledge and tools needed to promote economic development in their respective regions, which encourages collaboration and industry growth throughout South Carolina.	Maceo Nance	Annual Goal	Director of Small Business and Rural Development	1201 Main Street, Suite 1600, Columbia SC	Division of Small Business and Rural Development
13-1-10	Objective 3.3.2 - Provide timely, relevant, and up-to-date economic development training.	Commerce must be looking to the future with workforce development and ensure economic development community has necessary and relevant training to be successful.	Provide communities leaders in all regions of the state with the knowledge and tools needed to promote economic development in their respective regions, which encourages collaboration and industry growth throughout South Carolina.	Maceo Nance	Annual Goal	Director of Small Business and Rural Development	1201 Main Street, Suite 1600, Columbia SC	Division of Small Business and Rural Development
13-1-10	Goal 4 - Serve as the connection for the business and education communities in order to prepare the workforce to meet industry demands	Students and educational community must be aware of skills needed and workforce opportunities in their communities	Serve as the connection for the business and education communities in order to prepare the workforce to meet industry demands	Bobby Hitt	Annual Goal	Secretary of Commerce	1201 Main Street, Suite 1600, Columbia SC	Department of Commerce
	Strategy 4.1 - Facilitate the delivery of information, resources, and services to students and their parents, educators, employers in our local communities.	n/a	n/a	n/a	n/a	n/a	n/a	n/a
13-1-10	Objective 4.1.1 - Inform students and educators with information, resources, and services related to jobs in their regions.	Students and educational community must be aware of skills needed and workforce opportunities in their communities	Ensure that students are aware of the skills needed and opportunities available to meet the needs of both current and future employers. In doing so, industry will thrive, and the state's citizens will become successful members of the workforce, leading to increased job opportunities and an enhanced quality of life.	Michael McInerney	Annual Goal	Director of External Affairs	1201 Main Street, Suite 1600, Columbia SC	Regional Workforce Advisors
13-1-10	Objective 4.1.2 - Increase and maintain the number of School Districts and existing industries actively engaged in the Renaissance Manufacturing Initiative.	Facilitate and maximize the engagement between students, the education community and both current and future employers.	Facilitate and maximize the engagement between students, the education community and both current and future employers.	Michael McInerney	Annual Goal	Director of External Affairs	1201 Main Street, Suite 1600, Columbia SC	Regional Workforce Advisors
13-1-10	Goal 5 - Manage agency assets to achieve agency goals and objectives	Manage agency assets to achieve agency goals and objectives	Manage agency assets to achieve agency goals and objectives	Bobby Hitt	Annual Goal	Secretary of Commerce	1201 Main Street, Suite 1600, Columbia SC	Department of Commerce

Strategy, Objectives and Responsibility

Legal Responsibilities Satisfied: (i.e. state and federal statutes or provisos the goal or objective is satisfying)	*Strategic Plan Part and Description* (i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	How it is S.M.A.R.T.: Describe how each goal and objective is... Specific; Measurable; Attainable; Relevant; and Time-bound	Public Benefit/Intended Outcome: (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	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:
	Strategy 5.1 - Operate agency in an efficient and effective manner	n/a	n/a	n/a	n/a	n/a	n/a	n/a
13-1-10	Objective 5.1.1 - Allocate resources to achieve agency goals and objectives	Manage agency assets to achieve agency goals and objectives	Manage agency assets to achieve agency goals and objectives	Bobby Hitt	Annual Goal	Secretary of Commerce	1201 Main Street, Suite 1600, Columbia SC	Department of Commerce

Strategic Budgeting

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

Agency Responding	SC Department of Commerce
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

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

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

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

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

2) After entering all of the objectives, enter each "unrelated purpose" for which money received by the agency will go (i.e. Unrelated Purpose #1 - insert description of unrelated purpose) on a separate row. An "unrelated purpose" is money the agency is legislatively directed to spend on something that is not related to an agency objective (i.e. pass through, carry forward, etc.).

3) Enter how much money from each source of funds the agency budgets to spend on each objective and unrelated purpose. The "Total budgeted to spend on objectives and unrelated purposes" for each source of funds in Part B should equal the "Amount estimated to have available to spend this fiscal year" in Part A.

Explanations from the Agency regarding Part A:

Insert any additional explanations the agency would like to provide related to the information it provides below.

PART A Estimated Funds Available this	Source of Funds:	Totals	*General Fund*	*Other Funds*	*Federal Funds*

Strategic Budgeting

Fiscal Year (2015-16)

Is the source state, other or federal funding:	Totals	*State*	*Other*	*Federal*
Is funding recurring or one-time?	Totals	*Both*	*Mostly Recurring*	*Mostly Recurring*
$ From Last Year Available to Spend this Year				
Amount available at end of previous fiscal year	$171,600,526	$28,748,836	$143,928,349	-$1,076,659
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	(50,905,419.42)	(67,597,476.00)	17,768,715.58	(1,076,659.00)
If the amounts in the two rows above are not the same, explain why :	Enter explanation for each fund to the right	(1) Funds committed to unexpended balance on open grants and prospective companies looking to invest in South Carolina- $18,846,038. (2) Funds committed to unexpended balance on open grants for Innovation- $1,656,411. (3) $70,000,000 in estimated revenue was committed to a project that closed in FY2014-15. (4) Research Funds - $5,843,863 committed to projects in future years.	(1) Funds committed to unexpended balance on open grants and prospective companies looking to invest in South Carolina- $122,936,779. (2) Funds committed to unexpended balance on open grants for Innovation- $425,000. (3) Research Funds - $482,373 committed to projects in future years. (4) Tourism Infrastructure Fund - funds held for others - $2,315,481.	
$ Estimated to Receive this Year				
Amount budgeted/estimated to receive in this fiscal year:	163,538,064	105,199,390	$38,097,000	20,241,674
Total Actually Available this Year				
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	$112,632,645	37,601,914	$55,865,716	19,165,015

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 Fund	Other Funds	Federal Funds
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		Federal
Restrictions on how agency is able to spend the funds from this source:	n/a	Restricted by Appropriation Act	Most of funds restricted by General Assembly. All must be spent on Economic Development	Restricted to Federal Programs
Amount estimated to have available to spend this fiscal year: (the rows to the left should populate automatically from what the agency entered in Part A)	$112,632,645	$37,601,914	$55,865,716	$19,165,015
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
Where Agency Budgeted to Spend Money this Year				
Objective 1.1.1 - Take a "Team South Carolina" approach to attract capital investment and job creation throughout South Carolina.	23,136,070.58	11,912,045.58	11,224,025.00	-
Objective 1.1.2 - Have South Carolina be considered one of the most business-friendly states in the U.S.	5,099,200.33	1,589,072.33	3,510,128.00	-
Objective 1.1.3 - Be ranked in the top five state for Foreign Direct Investment	18,356,489.58	7,185,363.58	11,171,126.00	-
Objective 1.2.1 - Meet or Exceed goal established by agency for jobs recruited in rural areas of SC.	8,234,050.25	961,025.25	7,273,025.00	-
Objective 1.2.2 - Meet or Exceed % of jobs recruited in rural areas of SC as compared to % of labor pool residing in rural counties.	8,234,050.25	961,025.25	7,273,025.00	-
Objective 2.1.1 - Communicate with existing industries to understand their opportunities and barriers to success.	1,982,847.00	1,973,381.00	9,466.00	-
Objective 2.1.2 - Inform existing businesses on trade opportunities.	471,356.00	439,624.00	31,732.00	-
Objective 2.1.3 - Inform existing businesses on recycling initiatives and opportunities.	459,516.00	53,416.00	406,100.00	-
Objective 2.2.1 - Provides tools designed to increase corporate awareness of small businesses and their capabilities.	278,112.00	274,562.00	3,550.00	-

Strategic Budgeting

Objective 2.2.2 - Match commercial demand with local supply and to create cohesive and mutually beneficial business relationships within South Carolina.	278,112.00	274,562.00	3,550.00	-
Objective 2.3.1 - Develop a innovation program toward achieving the objectives of the State Innovation Plan.	525,133.00	520,400.00	4,733.00	-
Objective 3.1.1 - Maintain inventory of existing speculative buildings, industrial sites and parks	13,058,149.00	6,553,416.00	6,504,733.00	-
Objective 3.1.2 - Provide leadership, direction and guidance to communities and counties regarding developmental structure, strategic planning and community outreach.	310,599.00	53,416.00	257,183.00	-
Objective 3.2.1 - Provide funding and training for new or improved infrastructure, facilities and services.	20,768,347.23	558,602.23	1,044,730.00	19,165,015.00
Objective 3.3.1 - Have active participation among ally and local entities in agency sponsored economic development training opportunities.	281,524.00	26,708.00	254,816.00	-
Objective 3.3.2 - Provide timely, relevant, and up-to-date economic development training.	281,524.00	26,708.00	254,816.00	-
Objective 4.1.1 - Inform students and educators with information, resources, and services related to jobs in their regions.	1,366,294.00	448,788.00	917,506.00	-
Objective 4.1.2 - Increase and maintain the number of School Districts and existing industries actively engaged in the Renaissance Manufacturing Initiative.	1,478,794.00	561,288.00	917,506.00	-
Objective 5.1.1 - Allocate resources to achieve agency goals and objectives	1,010,720.00	760,720.00	250,000.00	
etc.	-		-	
Unrelated Purpose #1 - 340 Industrial Park:	750,000.00	750,000.00	-	
Unrelated Purpose #2 - Marion County Workforc Training Facility:	100,000.00	100,000.00	-	
Unrelated Purpose #3 - Columbia Minority Business Development Agency:	17,791.00	17,791.00	-	
Unrelated Purpose #4 - IT-ology - Coursepower:	275,000.00	275,000.00	-	
Unrelated Purpose #5 - Community Development Corporations Initiative :	225,000.00	225,000.00	-	
Unrelated Purpose #6 - Hartsville Downtown Revitalization - Center Theater :	500,000.00	500,000.00	-	
Unrelated Purpose #7 - Richland County Economic Development :	100,000.00	100,000.00	-	
Unrelated Purpose #8 - Rock Hill Knowledge Park:	400,000.00	400,000.00	-	
Unrelated Purpose #9 - Williamsburg County Economic Development :	100,000.00	100,000.00	-	
Unrelated Purpose #10 - Tourism Infrastructure Fund	1,500,000.00		1,500,000.00	

Total Budgeted to Spend on Objectives and Unrelated Purposes: (this should be the same as Amount estimated to have available to spend this fiscal year)	109,578,679.23	37,601,914.23	52,811,750.00	19,165,015.00

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 - Attract capital investment and job creation throughout South Carolina	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	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 - Implement a targeted marketing strategy to promote new investment and job creation	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.1.1 - Take a "Team South Carolina" approach to attract capital investment and job creation throughout South Carolina.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Attract capital investment and job creation throughout South Carolina	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*All Programs*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Bobby Hitt*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Secretary of Commerce*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Department of Commerce*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$23,136,071	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.

Objective Details

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 - Take a "Team South Carolina" approach to attract capital investment and job creation throughout South Carolina.	
Performance Measure:	Meet or Exceed capital investment goal established by agency	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 12/30/13):	$5.4 Billion	
2014-15 Target Results:	$4.6 Billion	
2014-15 Actual Results (as of 12/30/14):	$5.08 Billion	
2015-16 Minimum Acceptable Results:	$4.0 Billion	
2015-16 Target Results:	$4.8 Billion	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	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?	Secretary of Commerce, Deputy Secretary of Commerce and Director of	
Why was this performance measure chosen?	Most appropriate for objective	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was reached in 2014-2015	
What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce and Director of Global Business	
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?	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Questionable	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Department established an ambitious target for the year and it is questionable that the current business level of activity will allow agency to meet the target.	
Performance Measure:	Meet or Exceed capital investment goal established by agency	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 12/30/13):	15,457	
2014-15 Target Results:	16,000	
2014-15 Actual Results (as of 12/30/14):	19,020	
2015-16 Minimum Acceptable Results:	16,000	
2015-16 Target Results:	16,500	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Secretary of Commerce, Deputy Secretary of Commerce and Director of Global Business	
Why was this performance measure chosen?	Most appropriate for objective	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was reached in 2014-2015	
What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce and Director of Global Business	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

POTENTIAL NEGATIVE IMPACT

Objective Details

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	*Potential impact in the growth of the State's economy*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

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)
None			

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?
Local Economic Development Organizations	*Business recruitment*	*Local governments/ Chambers of Commerce/ Public Private org*
Regional Economic Development Organizations	*Business recruitment*	*Public Private organizations*
SC Technical College System	*Business recruitment*	*College*
SC Ports Authority	*Business recruitment*	*State Agency*
Utility companies	*Business recruitment*	*Other business*
Public and Private colleges	*Business recruitment*	*Public and Private Colleges*
Railroad companies	*Business recruitment*	*Private and public businesses*
SCDHEC	*Business recruitment*	*State Agency*
SCDEW	*Business recruitment*	*State Agency*

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 - Attract capital investment and job creation throughout South Carolina	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	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 - Implement a targeted marketing strategy to promote new investment and job creation	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.1.2 - Have South Carolina be considered one of the most business-friendly states in the U.S.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Advance South Carolina's reputation as an ideal location for businesses to succeed, which, in turn,*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II.A. Global Business Development, II.D Marketing, Communications and Research and I. Administration & Support	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Bobby Hitt*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Secretary of Commerce*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Department of Commerce*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$5,099,200	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.

Objective Details

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 - Have South Carolina be considered one of the most business-friendly states in the U.S.	
Performance Measure:	South Carolina's ranking of the most business-friendly states in the U.S.	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	3rd	
2014-15 Target Results:	10th	
2014-15 Actual Results (as of 6/30/15):	4th	
2015-16 Minimum Acceptable Results:	15th	
2015-16 Target Results:	10th	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Secretary of Commerce, Deputy Secretary of Commerce and Director of Global Business	
Why was this performance measure chosen?	Most appropriate for objective	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was reached in 2014-2015	
What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce and Director of Global Business	
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?	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Potential impact in the growth of the State's economy*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

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)
None			

Objective Details

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?
Local Economic Development Organizations	*Business recruitment*	*Local governments/ Chambers of Commerce/ Public Private org*
Regional Economic Development Organizations	*Business recruitment*	*Public Private organizations*
SC Technical College System	*Business recruitment*	*College*
SC Ports Authority	*Business recruitment*	*State Agency*
Utility companies	*Business recruitment*	*Other business*
Public and Private colleges	*Business recruitment*	*Public and Private Colleges*
Railroad companies	*Business recruitment*	*Private and public businesses*
SCDHEC	*Business recruitment*	*State Agency*
SCDEW	*Business recruitment*	*State Agency*

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 - Attract capital investment and job creation throughout South Carolina	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	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 - Implement a targeted marketing strategy to promote new investment and job creation	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.1.3 - Be ranked in the top five state for Foreign Direct Investment	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Attract international investment and job creation from across the globe, maximizing opportunities to grow*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II.A. Global Business Development, II.E.1 Grant Programs - Coordinating Council for Economic Development, II.D Marketing, Communications and Research and I. Administration & Support	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Bobby Hitt*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Secretary of Commerce*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Department of Commerce*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$18,356,490	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.

Objective Details

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 - Be ranked in the top five state for Foreign Direct Investment	
Performance Measure:	South Carolina's ranking among the states of the number of estimated jobs created by Foreign Direct and Interstate Investment per million inhabitants	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	FY2015 first year using measure	
2014-15 Target Results:	10th	
2014-15 Actual Results (as of 6/30/15):	1st	
2015-16 Minimum Acceptable Results:	10th	
2015-16 Target Results:	10th	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	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?	Secretary of Commerce, Deputy Secretary of Commerce, Director of Global Business and Director of International Strategy and Trade	
Why was this performance measure chosen?	Most appropriate for objective	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was reached in 2014-2015	
What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce, Director of Global Business and Director of International Strategy and Trade	
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?	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Potential impact in the growth of the State's economy*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

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)

Objective Details

None			

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?
Local Economic Development Organizations	*Business recruitment*	*Local governments/ Chambers of Commerce/ Public Private org*
Regional Economic Development Organizations	*Business recruitment*	*Public Private organizations*
SC Technical College System	*Business recruitment*	*College*
SC Ports Authority	*Business recruitment*	*State Agency*
Utility companies	*Business recruitment*	*Other business*
Public and Private colleges	*Business recruitment*	*Public and Private Colleges*
Railroad companies	*Business recruitment*	*Private and public businesses*
SCDHEC	*Business recruitment*	*State Agency*
SCDEW	*Business recruitment*	*State Agency*

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 - Attract capital investment and job creation throughout South Carolina	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	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 - Increase Emphasis on recruiting jobs to rural communities of SC	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.2.1 - Meet or Exceed goal established by agency for jobs recruited in rural areas of SC.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Enhance the quality of life for citizens in communities*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II.A. Global Business Development, II.E.1 Grant Programs - Coordinating Council for Economic Development, II.C. Community & Rural Development, II.D Marketing, Communications and Research and I. Administration & Support	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Bobby Hitt*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Secretary of Commerce*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Department of Commerce*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$8,234,050	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.

Objective Details

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 - Meet or Exceed goal established by agency for jobs recruited in rural areas of SC.	
Performance Measure:	Meet or Exceed goal established by agency for jobs recruited in Tier III and Tier IV counties	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	3,836	
2014-15 Target Results:	3,500	
2014-15 Actual Results (as of 6/30/15):	5,771	
2015-16 Minimum Acceptable Results:	3,000	
2015-16 Target Results:	3,800	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	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?	Secretary of Commerce, Deputy Secretary of Commerce and Director of Global Business	
Why was this performance measure chosen?	Most appropriate for objective	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was reached in 2014-2015	
What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce and Director of Global Business	
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?	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

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

Most Potential Negative Impact	*Potential impact in the economy of our rural communities*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

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)
None			

Objective Details

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?
Local Economic Development Organizations	*Business recruitment*	*Local governments/ Chambers of Commerce/ Public Private org*
Regional Economic Development Organizations	*Business recruitment*	*Public Private organizations*
SC Technical College System	*Business recruitment*	*College*
SC Ports Authority	*Business recruitment*	*State Agency*
Utility companies	*Business recruitment*	*Other business*
Public and Private colleges	*Business recruitment*	*Public and Private Colleges*
Railroad companies	*Business recruitment*	*Private and public businesses*
SCDHEC	*Business recruitment*	*State Agency*
SCDEW	*Business recruitment*	*State Agency*

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 - Attract capital investment and job creation throughout South Carolina	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	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 - Increase Emphasis on recruiting jobs to rural communities of SC	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.2.2 - Meet or Exceed % of jobs recruited in rural areas of SC as compared to % of labor pool residing in rural counties.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Increase the number of job opportunities for those*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II.A. Global Business Development, II.E.1 Grant Programs - Coordinating Council for Economic Development, II.C. Community & Rural Development, II.D Marketing, Communications and Research and I. Administration & Support	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Bobby Hitt*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Secretary of Commerce*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Department of Commerce*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$8,234,050	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.

Objective Details

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 - Meet or Exceed % of jobs recruited in rural areas of SC as compared to % of labor pool residing in rural counties.	
Performance Measure:	% of jobs recruited by agency in rural counties as compared to the percentage of labor force in rural counties	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	19.4%	
2014-15 Target Results:	20.0%	
2014-15 Actual Results (as of 6/30/15):	30.2%	
2015-16 Minimum Acceptable Results:	15.0%	
2015-16 Target Results:	20.0%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	No	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Secretary of Commerce, Deputy Secretary of Commerce and Director of Global Business	
Why was this performance measure chosen?	Most appropriate for objective	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was reached in 2014-2015	
What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce and Director of Global Business	
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?	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Potential impact in the economy of our rural communities*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

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)
None			

Objective Details

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?
Local Economic Development Organizations	*Business recruitment*	*Local governments/ Chambers of Commerce/ Public Private org*
Regional Economic Development Organizations	*Business recruitment*	*Public Private organizations*
SC Technical College System	*Business recruitment*	*College*
SC Ports Authority	*Business recruitment*	*State Agency*
Utility companies	*Business recruitment*	*Other business*
Public and Private colleges	*Business recruitment*	*Public and Private Colleges*
Railroad companies	*Business recruitment*	*Private and public businesses*
SCDHEC	*Business recruitment*	*State Agency*
SCDEW	*Business recruitment*	*State Agency*

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 2 - Build on the strengths of the state's existing, small, and emerging industries	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	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 - Build on the strengths of the state's existing industries	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.1.1 - Communicate with existing industries to understand their opportunities and barriers to success.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Serve as a resource for existing businesses and*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II.B. Small Business and Existing Industry, II.D Marketing, Communications and Research and I. Administration & Support	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Maceo Nance*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Director of Small Business and Rural Development*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Division of Small Business and Rural Development*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$1,982,847	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.

Objective Details

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 - Communicate with existing industries to understand their opportunities and barriers to success.	
Performance Measure:	Number of companies visited as a result of the agency Existing Industry Visitation Program	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	246	
2014-15 Target Results:	300	
2014-15 Actual Results (as of 6/30/15):	410	
2015-16 Minimum Acceptable Results:	250	
2015-16 Target Results:	300	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
Why was this performance measure chosen?	Most appropriate for objective	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was reached in 2014-2015	
What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Community Development	
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?	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Potential impact in the growth of the State's economy*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

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)
None			

Objective Details

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 Manufacturing Extension Partnership	Partners in joint company visits and individual calls to	Business, Association or Individual
[All 46 County Economic Development professionals]	Provide company information; helps with problem resolutions.	State/Local Government Entity

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 2 - Build on the strengths of the state's existing, small, and emerging industries	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	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 - Build on the strengths of the state's existing industries	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.1.2 - Inform existing businesses on trade opportunities.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Encourage and promote trade and export activity, benefiting individual companies and providing an*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II.B. Small Business and Existing Industry, II.D Marketing, Communications and Research and I. Administration & Support	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Ford Graham*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Director of International Strategy and Trade*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Division of International Strategy and Trade*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$471,356	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.

Objective Details

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.1.2 - Inform existing businesses on trade opportunities.	
Performance Measure:	Hold seminars with partners to increase existing businesses understanding of exporting and trade resources	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	193	
2014-15 Target Results:	220	
2014-15 Actual Results (as of 6/30/15):	209	
2015-16 Minimum Acceptable Results:	150	
2015-16 Target Results:	220	
Details		
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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of International Strategy and Trade	
Why was this performance measure chosen?	Most appropriate for objective	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was reached in 2014-2015	
What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	N/A	
Performance Measure:	South Carolina's ranking of states in exports per capita	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	10th	
2014-15 Target Results:	10th	
2014-15 Actual Results (as of 6/30/15):	7th	
2015-16 Minimum Acceptable Results:	15th	
2015-16 Target Results:	10th	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of International Strategy and Trade	
Why was this performance measure chosen?	Most appropriate for objective	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target was reached in 2014-2015	
What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of International Strategy and Trade	
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?	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

POTENTIAL NEGATIVE IMPACT

Objective Details

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	*Potential impact in the growth of the State's economy*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

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)
None			

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
US Department of Commerce	*Partners in joint seminars*	*government partner*

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 2 - Build on the strengths of the state's existing, small, and emerging industries	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	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 - Build on the strengths of the state's existing industries	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.1.3 - Inform existing businesses on recycling initiatives and opportunities.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Provide businesses with long-term return on investment, including avoided disposal costs, as well as*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II.B. Small Business and Existing Industry, II.D Marketing, Communications and Research and I. Administration & Support	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Maceo Nance*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Director of Small Business and Rural Development*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Division of Small Business and Rural Development*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$459,516	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.

Objective Details

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.1.3 - Inform existing businesses on recycling initiatives and opportunities.	
Performance Measure:	Hold stakeholder events for carpet, compost and plastics recycling market development	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	165	
2014-15 Target Results:	250	
2014-15 Actual Results (as of 6/30/15):	230	
2015-16 Minimum Acceptable Results:	150	
2015-16 Target Results:	250	
Details		
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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
Why was this performance measure chosen?	Most appropriate for objective.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Increase marketing and outreach to make potential attendees aware of event opportunity such as working with SC Biz News, promoting in newsletters, and cross marketing with other organizations.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	N/A	
Performance Measure:	Calls addressed by agency concerning recycling industry inquiries	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	180	
2014-15 Target Results:	200	
2014-15 Actual Results (as of 6/30/15):	228	
2015-16 Minimum Acceptable Results:	150	
2015-16 Target Results:	200	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
Why was this performance measure chosen?	Most appropriate for objective.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Target values were met.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
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?	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, we have answered over 100 recycling business assistance requests since July 1, 2015.	
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	

Objective Details

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	*Recycling market development would not occur, potentially leading to a reduction in amount of jobs created for the recycling industry in carpet, compost, and plastics as well as a reduction in the recycling rate.*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

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)
None			

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?
Association of Post Consumer Plastic Recyclers	APR provides information on designing new plastics packaging to ensure that it is compatible with existing systems for reclaiming plastics for recycling. APR staff attend and contribute to CPRC meetings	Association
National Association for PET Container Resources (NAPCR)	NAPCOR is active with the CPRC meetings and shares best practices nationally with PET recovery	Association
South Carolina Manufacturing Extension Partnership (SCMEP)	Staff partners with SCMEP to stay connected to manufacturing recycling needs. Clean material from manufacturing waste streams provide quality and quantity goods that can easily be diverted.	Association
Carolina Recycling Association (CRA)	Promotes recycling industry in the Carolinas through annual meetings, provides networking for government and business	Association
Carton Council	Promotes carton recycling in the US, has increased access to carton recycling infrastructure in the Carolinas to support locations for separating polyethylene and paperboard, has provided grants for local media support	Association
The Recycling Partnership	Promotes increased recycling from municipalities, has supported grants for 96 gallon recycling carts in SC	Association
South Carolina Clean Energy Business Alliance	Resource for SC Clean Energy Programs	Association
US Compost Council	Partner with USCC to stay abreast of the latest updates regarding composting in the US	Association

Objective Details

Solid Waste Association of North America (SWANA) Palmetto Chapter	SWANA focuses on providing training and annually presenting conferences to support professionals in all aspects of solid waste including waste collection, disposal, gas collection, permitting, design, and operations. Staff partner to ensure the most up to date information is available to SC solid waste professionals	Association
SC Recycling Businesses: Antifreeze, Batteries, Ballasts, Cardboard, Carpet, Chemicals, Construction, Corks, Drums, Electronics, Food, Fuel, Furniture, Glass, Lamps, Lumber, Metals, Oil Absorbents, Oyster Shells, Paint, Paper, Pharmaceuticals, Plastics, Rubber, Scrap Lumber, Styrofoam, Textiles, Tires, Toner, Oil Filters, Wood, etc.	Staff supports new site development, funding opportunities for start ups, staff has a markets directory available online that lists recycling companies that collect, transport, broker, or remanufacture recovered materials in South Carolina. This tool connects business, industry leaders, and local governments looking for recycling markets. that lists recycling companies that collect, transport, broker, or remanufacture recovered materials in South Carolina. This tool connects business, industry leaders, and local governments looking for recycling markets. DHEC provides a Green Resource Index that connects recyclers and end users, and helps companies locate equipment to help minimize waste. Buy South Carolina is a purchaser-oriented material and service locator program that connects South Carolina (SC) companies with in-state suppliers and vendors	Business
BioCycle	National organics magazine supports getting the word out about SC organic market development	Business
ReTrac	Waste Diversion Software used by many counties in SC to track sustainability targets	Business
Grocery Stores	Work with Publix who is a leader in education and promotion of food waste recovery for stores in Charleston, Columbia and Greenville-Spartanburg as well as Food Lion/Delhaize	Business
DHEC Office of Solid Waste Reduction and Recycling	Update the recycling industry's economic impact report	Government
Sanitation Commissions	Staff coordinates with these special purpose districts to increase residential and commercial material collection	Government
County Governments	Staff facilitates recycling industry recruitment, and works with local governments to provide relevant grants. Staff supports sharing best practices across the state through conferences and workshop facilitation.	Government
Municipalities	Staff facilitates recycling industry recruitment, and works with local governments to provide relevant grants. Staff supports sharing best practices across the state through conferences and workshop facilitation.	Government
EPA Region 4	Partnering with EPA on economic impact study work, Midlands Food Recovery Feasibility Study, the Charleston Food Recovery conference, and potential food recovery grants	Government
DHEC's Solid Waste Advisory Council (SWAC)	Recycling grants for local governments to coordinate statewide efforts for recycling programs	Government
NC Division of Environmental Assistance and Customer Service (DEACS)	Coordinate with the Carolina's Recycling Council as well as the NC Compost Council to coordinate communication across state lines for businesses that can benefit from those connections.	Government

Objective Details

Fort Jackson	Partnering on Midlands Feasibility Study for EPA region 4, partnering with onsite food waste recovery.	Government	
Waste Tire Committee (WTC): DHEC	Waste tire pile clean up grants and market development activities	Government	[redacted]
Carpet America Recovery Effort (CARE)	Joint industry and government effort to increase the amount of recycling and reuse of post-consumer carpet, and reduce the amount of waste carpet going. Staff keeps national organization abreast of SC projects and CARE Staff attend SC DOC's carpet stakeholder meetings	joint industry and government	
South Carolina Carpet Recovery Coalition (CRC)	The South Carolina Carpet Recovery Coalition is a cooperative effort between the South Carolina Department of Commerce, South Carolina Department of Health and Environmental Control, businesses, local governments, colleges and universities to increase the recovery of post-consumer carpet and carpet padding. The coalition's goal is to maximize the economic and environmental benefits of carpet recycling	joint industry and government	
Recycling Market Development Advisory Council (RMDAC)	This 14 member, Governor-appointed council advises on building the growth of the state's recycling industry and makes recycling market program recommendations to the Governor and General Assembly each year.	joint industry and government	
Southeast Recycling Development Council (SERDC)	The Southeast Recycling Development Council works to unite industry, government, and non-government organizations to promote sustainable recycling in the Southeast. SC DOC coordinated with SERDC on recycling conferences in the state including the Food Recovery Summit in Charleston	joint industry and government	
South Carolina's Council on Competitiveness	Update the recycling industry's economic impact report	non-profit	
RecyclonomicsSC	RecyclonomicsSC is a non-profit organization formed to increase recycling in South Carolina in order to improve the economy of our state.	non-profit	
Carolina Plastics Recycling Council (CPRC)	NC DEACS and SC DOC partnership of recycling companies and other stakeholders dedicated to the increased recovery of plastic in the region	non-profit	
Keep America Beautiful (KAB)	Residential Composting Programs, Litter Prevention, Litter Abatement, Business Recycling Support, Event Recycling, Recycling Outreach and Education	non-profit	
Palmetto Pride	Litter Prevention, Litter Abatement, Recycling Grants, Event Recycling, Recycling Outreach and Education	non-profit	
Clemson University	Partnering with video production staff to facilitate media production material	University	
College of Charleston	update the recycling industry's economic impact report	University	
Asphalt Rubber Technology Service (ARTS): Clemson	Asphalt Rubber recycling Research	University	
University of South Carolina	Partner with recycling staff and green quad to share best University recycling practices	University	

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 2 - Build on the strengths of the state's existing, small, and emerging industries	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	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 - Build on the strengths of the state's small businesses	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.2.1 - Provides tools designed to increase corporate awareness of small businesses and their capabilities.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Foster an environment encouraging corporate investment in firms of all sizes, which, in turn,*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II.B. Small Business and Existing Industry, II.D Marketing, Communications and Research and I. Administration & Support	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Maceo Nance*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Director of Small Business and Rural Development*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Division of Small Business and Rural Development*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$278,112	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.

Objective Details

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 - Provides tools designed to increase corporate awareness of small businesses and their capabilities.	
Performance Measure:	Calls addressed by agency concerning small business inquiries	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	792	
2014-15 Target Results:	700	
2014-15 Actual Results (as of 6/30/15):	697	
2015-16 Minimum Acceptable Results:	500	
2015-16 Target Results:	700	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
Why was this performance measure chosen?	Most appropriate for objective.	
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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
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?	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Potential impact in the growth of the State's economy*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

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)
None			

Objective Details

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?
SBDC's (statewide)	*Small Business Development*	*state partner*
SBA (statewide)	*Small Business Development*	*government partner*
SCORE (statewide)	*Small Business Development*	*association*
SCBOS	*Small Business Development*	*state partner*
Universities (statewide)	*Small Business Development*	*University partner*
Alliances (statewide)	Small Business Development	*state partner*
[All 46 County Economic Development Professionals]	Assist with local contacts	*[Local Government entity]*
Chambers (All statewide)	Small Business Development	*state partner*

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 2 - Build on the strengths of the state's existing, small, and emerging industries	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	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 - Build on the strengths of the state's small businesses	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.2.2 - Match commercial demand with local supply and to create cohesive and mutually beneficial business relationships within South Carolina.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Provide both businesses and local communities with greater opportunities to succeed, ensuring future*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II.B. Small Business and Existing Industry, II.D Marketing, Communications and Research and I. Administration & Support	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Maceo Nance*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Director of Small Business and Rural Development*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Division of Small Business and Rural Development*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$278,112	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.

Objective Details

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.2.2 - Match commercial demand with local supply and to create cohesive and mutually beneficial business relationships within South Carolina.	
Performance Measure:	Increase number of companies included in BuySC Database	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	350	
2014-15 Target Results:	550	
2014-15 Actual Results (as of 6/30/15):	459	
2015-16 Minimum Acceptable Results:	400	
2015-16 Target Results:	550	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
Why was this performance measure chosen?	Most appropriate for objective.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	With the significant amount of new investment in South Carolina, Commerce has increased its supplier outreach activity for new companies. This includes supplier outreach "events" which have become a major source of new companies being drawn into BuySC. Better penetration is also being made with economic development allies, and trade associations. Getting the Buy South Carolina word out to these organizations, and their constituents, has become a priority for the Small Business Development program in particular. Both efforts should allow the Department to attain the 550 total company database goal.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
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?	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*No potential negative impact*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

Objective Details

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)
None			

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?
SBDC's (statewide)	*Small Business Development*	*state partner*
SBA (statewide)	*Small Business Development*	*government partner*
SCORE (statewide)	*Small Business Development*	*association*
SCBOS	*Small Business Development*	*state partner*
Universities (statewide)	*Small Business Development*	*University partner*
Alliances (statewide)	Small Business Development	*state partner*
[All 46 County Economic Development Professionals]	Assist with local contacts	*[Local Government entity]*
Chambers (All statewide)	Small Business Development	*state partner*

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 2 - Build on the strengths of the state's existing, small, and emerging industries	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	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 - Build on the strengths of the state's innovative and emerging industries	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.3.1 - Develop a innovation program toward achieving the objectives of the State Innovation Plan.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Create an environment which cultivates the creation of high-technology, high-growth companies.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II G. Innovation/Emerging Industries, II.D Marketing, Communications and Research and I. Administration & Support	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Amy Love*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Director of Innovation*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Office of Innovation*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$525,133	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.

Objective Details

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 - Develop a innovation program toward achieving the objectives of the State Innovation Plan.	
Performance Measure:	Active innovative programs during the period that address the State Innovation Plan	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	14	
2014-15 Target Results:	24	
2014-15 Actual Results (as of 6/30/15):	43	
2015-16 Minimum Acceptable Results:	5	
2015-16 Target Results:	10	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Innovation	
Why was this performance measure chosen?	Most appropriate for objective.	
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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Innovation	
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?	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Potential negative impact on innovation/entrepreneurship community*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

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)
None			

Objective Details

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?
SCRA	*Supporting startups; technology transfer from*	*state chartered; 501c3*
County and regional economic development groups	*Supporting innovation related business development; supporting grant programs with match dollars*	*state/PPP*
USEDA	*federal grant opportunities*	*federal*
cities and towns	*supporting "ecosystem" development; matching grants; hosting collaborative meetings*	*municipal*
SBDC	*Supporting startups and technology transfer*	*federal/state*
STEM and Workforce groups	*Supporting tech talent initiatives; join marketing; funding*	*non profit*
Colleges and Universities; technical colleges (innovation/entrepreneurship/engineering/computer science departments)	*Innovation programs; curriculum; grants for innovation/entrepreneurship incubators*	*state and non state*
Chambers and tech councils	*program support; matching dollars for innovation grants*	*non profit*
Corporate Innovation Departments of SC companies	*Convening function; corporates support public/private pilot initiatives*	*business*

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 3 -Increase the knowledge and available infrastructure in South Carolina through workforce and community development	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	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 - Work with local leaders to develop economic development “product,” such as speculative buildings, industrial sites and parks to ensure that communities have available properties for investors and job creators	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.1.1 - Maintain inventory of existing speculative buildings, industrial sites and parks	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Provide both prospects and existing businesses with an abundance of options to house new operations, as*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II.C. Community & Rural Development, II.D Marketing, Communications and Research and I. Administration & Support	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Maceo Nance*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Director of Small Business and Rural Development*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Division of Small Business and Rural Development*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$13,058,149	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Objective Details

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 - Maintain inventory of existing speculative buildings, industrial sites and parks	
Performance Measure:	Maintain quality sites to revised building and sites database (LocateSC)	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	448	
2014-15 Target Results:	500	
2014-15 Actual Results (as of 6/30/15):	511	
2015-16 Minimum Acceptable Results:	500	
2015-16 Target Results:	500	
Details		
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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
Why was this performance measure chosen?	Most appropriate for objective.	
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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	N/A	
Performance Measure:	Maintain quality building to revised building and sites database (LocateSC)	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	315	
2014-15 Target Results:	250	
2014-15 Actual Results (as of 6/30/15):	248	
2015-16 Minimum Acceptable Results:	250	
2015-16 Target Results:	250	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
Why was this performance measure chosen?	Most appropriate for objective.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	

Objective Details

What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development
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?	Most appropriate for objective based off of resources.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Fewer choices for Economic Development professionals and potential prospects to review as they are looking for new buildings and sites for expanded locations.*		
Level Requires Outside Help	*N/A*		
Outside Help to Request	*N/A*		
Level Requires Inform General Assembly	*N/A*		
3 General Assembly Options	*N/A*		

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)
None			

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?
All 46 County Economic Development Organizations and Offices	*Provide submit sites, updates and edit existing site information. Liaisons to realtors within respective counties.*	*Public, Public/Private Partnerships*
Regional Economic Development Alliances	*Provide submit sites, updates and edit existing site information. Liaisons to realtors within respective counties.*	*Public, Public/Private Partnerships*
Local Realtors	Submit sites and insert data into LocateSC database.	*Individual, Private Firm*

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 3 -Increase the knowledge and available infrastructure in South Carolina through workforce and community development	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	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 - Work with local leaders to develop economic development “product,” such as speculative buildings, industrial sites and parks to ensure that communities have available properties for investors and job creators	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.1.2 - Provide leadership, direction and guidance to communities and counties regarding developmental structure, strategic planning and community outreach.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Assist in positioning all regions and communities of South Carolina to best achieve their maximized*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II.C. Community & Rural Development, II.D Marketing, Communications and Research and I. Administration & Support	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Maceo Nance*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Director of Small Business and Rural Development*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Division of Small Business and Rural Development*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$310,599	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	
PERFORMANCE MEASURES		

Objective Details

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.1.2 - Provide leadership, direction and guidance to communities and counties regarding developmental structure, strategic planning and community outreach.	
Performance Measure:	Maintain quality sites to revised building and sites database (LocateSC)	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	448	
2014-15 Target Results:	500	
2014-15 Actual Results (as of 6/30/15):	511	
2015-16 Minimum Acceptable Results:	500	
2015-16 Target Results:	500	
Details		
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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
Why was this performance measure chosen?	Most appropriate for objective.	
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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	N/A	
Performance Measure:	Maintain quality building to revised building and sites database (LocateSC)	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	315	
2014-15 Target Results:	250	
2014-15 Actual Results (as of 6/30/15):	248	
2015-16 Minimum Acceptable Results:	250	
2015-16 Target Results:	250	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
Why was this performance measure chosen?	Most appropriate for objective.	

Objective Details

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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development
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?	Most appropriate for objective based off of resources.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Fewer choices for Economic Development professionals and potential prospects to review as they are looking for new buildings and sites for expanded locations.*		
Level Requires Outside Help	*N/A*		
Outside Help to Request	*N/A*		
Level Requires Inform General Assembly	*N/A*		
3 General Assembly Options	*N/A*		

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)
None			

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?
All 46 County Economic Development Organizations and Offices	*Provide submit sites, updates and edit existing site information. Liaisons to realtors within respective counties.*	*Public, Public/Private Partnerships*
Regional Economic Development Alliances	*Provide submit sites, updates and edit existing site information. Liaisons to realtors within respective counties.*	*Public, Public/Private Partnerships*
Local Realtors	Submit sites and insert data into LocateSC database.	*Individual, Private Firm*

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 3 -Increase the knowledge and available infrastructure in South Carolina through workforce and community development	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	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 - Improve infrastructure of South Carolina Lower-Moderate Income (LMI) communities by making a suitable living environment more widely available.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.2.1 - Provide funding and training for new or improved infrastructure, facilities and services.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Ensure that communities have the resources needed to effectively and efficiently operate in South Carolina.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II.E.2 Grant Programs - Community Development Block Grant, II.D Marketing, Communications and Research and I. Administration & Support	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Daniel Young*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Director of Grants and Incentives*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Division of Grants*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$20,768,347	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.

Objective Details

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 - Provide funding and training for new or improved infrastructure, facilities and services.	
Performance Measure:	Number of predominantly LMI communities who received CDBG funding for new or improved infrastructure, facilities or services	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	24	
2014-15 Target Results:	20	
2014-15 Actual Results (as of 6/30/15):	24	
2015-16 Minimum Acceptable Results:	20	
2015-16 Target Results:	20	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Federal	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Secretary of Commerce, Deputy Secretary of Commerce, Director of Grants and Assistant Director Federal Grants Program	
Why was this performance measure chosen?	Most appropriate for objective.	
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?	Secretary of Commerce, Deputy Secretary of Commerce, Director of Grants and Assistant Director Federal Grants Program	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	N/A	
Performance Measure:	Number of predominantly LMI communities who received CDBG funding for community and regional planning and coordination initiatives	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	44	
2014-15 Target Results:	40	
2014-15 Actual Results (as of 6/30/15):	44	
2015-16 Minimum Acceptable Results:	40	
2015-16 Target Results:	40	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Federal	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Secretary of Commerce, Deputy Secretary of Commerce, Director of Grants and Assistant Director Federal Grants Program	
Why was this performance measure chosen?	Most appropriate for objective.	
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?	Secretary of Commerce, Deputy Secretary of Commerce, Director of Grants and Assistant Director Federal Grants Program	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	N/A	
Performance Measure:	Number of predominantly LMI communities who received CDBG funding to preserve neighborhoods through revitalization, development or elimination of blight	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	1	
2014-15 Target Results:	5	

Objective Details

2014-15 Actual Results (as of 6/30/15):	6	
2015-16 Minimum Acceptable Results:	5	
2015-16 Target Results:	3	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Federal	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Secretary of Commerce, Deputy Secretary of Commerce, Director of Grants and Assistant Director Federal Grants Program	
Why was this performance measure chosen?	Most appropriate for objective.	
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?	Secretary of Commerce, Deputy Secretary of Commerce, Director of Grants and Assistant Director Federal Grants Program	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	N/A	
Performance Measure:	Number of LMI households who benefitted from CDBG funding by making existing affordable housing more sustainable by connecting units to public infrastructure	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	303	
2014-15 Target Results:	50	
2014-15 Actual Results (as of 6/30/15):	150	
2015-16 Minimum Acceptable Results:	50	
2015-16 Target Results:	50	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Secretary of Commerce, Deputy Secretary of Commerce, Director of Grants and Assistant Director Federal Grants Program	
Why was this performance measure chosen?	Most appropriate for objective.	
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?	Secretary of Commerce, Deputy Secretary of Commerce, Director of Grants and Assistant Director Federal Grants Program	
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?	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Potential impact in the economy of our rural communities*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

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)
None			

Objective Details

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?
Cities and Counties awarded grants	Funds were awarded for a particular project. Agency provides Technical Assistance throughout life of grant to ensure compliance with state and federal ruled and regulations.	*State/Local Government Entity*
All 10 Regional Councils of Government in SC	Commerce meets with COG Community Development staff and COG Directors regularly, to review HUD requirements, to review state program changes and requirements, discuss issues, etc. COG staff is invited to all CDBG training events and public hearings and input is sought during development of new program plans each year and on accomplishments reported each year.	*Business, Association or Individual*

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 3 -Increase the knowledge and available infrastructure in South Carolina through workforce and community development	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	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 - Provide timely, relevant, and up-to-date economic development training for local leadership and practitioners.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.3.1 - Have active participation among ally and local entities in agency sponsored economic development training opportunities.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Provide communities leaders in all regions of the state with the knowledge and tools needed to promote*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II.C. Community & Rural Development, II.D Marketing, Communications and Research and I. Administration & Support	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Maceo Nance*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Director of Small Business and Rural Development*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Division of Small Business and Rural Development*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$281,524	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	
PERFORMANCE MEASURES		

Objective Details

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 - Have active participation among ally and local entities in agency sponsored economic development training opportunities.	
Performance Measure:	Meet or exceed the goal established by agency for number of attendees participating in agency sponsored training opportunities	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	456	
2014-15 Target Results:	450	
2014-15 Actual Results (as of 6/30/15):	478	
2015-16 Minimum Acceptable Results:	400	
2015-16 Target Results:	450	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
Why was this performance measure chosen?	Most appropriate for objective.	
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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
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?	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

POTENTIAL NEGATIVE IMPACT

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Objective Details

Most Potential Negative Impact	*Fewer elected officials and economic development professionals would be educated on current economic development topics; diminishing economic development opportunity locally and statewide.*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

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)
None			

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?
South Carolina Economic Developers' Association	Provides technical assistance related to program promotion, registration and vendor payment. Committees of the Association provided agenda guidance for the Institute and SC Advanced Symposium	*Association*
South Carolina Association of Counties	Promote SC Economic Development Institute and provide opportunities for staff to speak at annual educational programs.	*Association*
Municipal Association of South Carolina	Promote SC Economic Development Institute and provide opportunities for staff to speak at annual educational programs.	*Association*

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 3 -Increase the knowledge and available infrastructure in South Carolina through workforce and community development	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	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 - Provide timely, relevant, and up-to-date economic development training for local leadership and practitioners.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.3.2 - Provide timely, relevant, and up-to-date economic development training.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Provide communities leaders in all regions of the state with the knowledge and tools needed to promote*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II.C. Community & Rural Development, II.D Marketing, Communications and Research and I. Administration & Support	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Maceo Nance*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Director of Small Business and Rural Development*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Division of Small Business and Rural Development*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$281,524	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.

Objective Details

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 - Provide timely, relevant, and up-to-date economic development training.	
Performance Measure:	Economic development training provided by agency meeting the needs of attendees	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	4.72	
2014-15 Target Results:	4.5	
2014-15 Actual Results (as of 6/30/15):	5	
2015-16 Minimum Acceptable Results:	4	
2015-16 Target Results:	4.5	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
Why was this performance measure chosen?	Most appropriate for objective.	
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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of Small Business and Rural Development	
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?	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	N/A		
Level Requires Outside Help	N/A		
Outside Help to Request	N/A		
Level Requires Inform General Assembly	N/A		
3 General Assembly Options	N/A		

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)
None			

Objective Details

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?
South Carolina Economic Developers' Association	Provides technical assistance related to program promotion, registration and vendor payment. Committees of the Association provided agenda guidance for the Institute and SC Advanced Symposium	*Business, Association or Individual*
South Carolina Association of Counties	Promote SC Economic Development Institute and provide opportunities for staff to speak at annual educational programs.	*Business, Association or Individual*
Municipal Association of South Carolina	Promote SC Economic Development Institute and provide opportunities for staff to speak at annual educational programs.	*Business, Association or Individual*

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 4 - Serve as the connection for the business and education communities in order to prepare the workforce to meet industry demands	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 4.1 - Facilitate the delivery of information, resources, and services to students and their parents, educators, employers in our local communities.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 4.1.1 - Inform students and educators with information, resources, and services related to jobs in their regions.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Ensure that students are aware of the skills needed and opportunities available to meet the needs of both*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II F. Regional Education Centers, II.D Marketing, Communications and Research and I. Administration &	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Michael McInerney*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Director of External Affairs*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Regional Workforce Advisors*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$1,366,294	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).

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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.

Objective Details

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 4.1.1 - Inform students and educators with information, resources, and services related to jobs in their regions.	
Performance Measure:	Number of educators receiving information, resources, and services.	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	New	
2014-15 Target Results:	New	
2014-15 Actual Results (as of 6/30/15):	New	
2015-16 Minimum Acceptable Results:	500	
2015-16 Target Results:	500	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of External Affairs	
Why was this performance measure chosen?	Most appropriate for objective.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	New measure for FY2015-16	
What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of External Affairs	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	N/A	
Performance Measure:	Number of students receiving information, resources, and services.	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	New	
2014-15 Target Results:	New	
2014-15 Actual Results (as of 6/30/15):	New	
2015-16 Minimum Acceptable Results:	5000	
2015-16 Target Results:	5000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of External Affairs	
Why was this performance measure chosen?	Most appropriate for objective.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	New measure for FY2015-16	
What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of External Affairs	
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?	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

POTENTIAL NEGATIVE IMPACT

Objective Details

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	*Students, parents and teachers would be unaware of the workforce opportunities in South Carolina*		
Level Requires Outside Help	*N/A*		
Outside Help to Request	*N/A*		
Level Requires Inform General Assembly	*N/A*		
3 General Assembly Options	*N/A*		

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)
None			

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 High Schools/Career and Technology Centers	Provides information, resources and services	High School
SC Middle Schools	Provides information, resources and services	Middle School
SC Education Associations (various)	Provides information, resources and services	Associations
SC Technical Colleges	Provides information, resources and services	College
SC Businesses	Connects businesses with educators and schools	Other Businesses

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 4 - Serve as the connection for the business and education communities in order to prepare the workforce to meet industry demands	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 4.1 - Facilitate the delivery of information, resources, and services to students and their parents, educators, employers in our local communities.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 4.1.2 - Increase and maintain the number of School Districts and existing industries actively engaged in the Renaissance Manufacturing Initiative.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Facilitate and maximize the engagement between students, the education community and both current*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	II F. Regional Education Centers, II.D Marketing, Communications and Research and I. Administration &	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Michael McInerney*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Director of External Affairs*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Regional Workforce Advisors*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$1,478,794	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Objective Details

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 4.1.2 - Increase and maintain the number of School Districts and existing industries actively engaged in the Renaissance Manufacturing Initiative.	
Performance Measure:	Number of high schools participating in the Renaissance Manufacturing Initiative during the current period	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	New	
2014-15 Target Results:	New	
2014-15 Actual Results (as of 6/30/15):	New	
2015-16 Minimum Acceptable Results:	10	
2015-16 Target Results:	10	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of External Affairs	
Why was this performance measure chosen?	Most appropriate for objective.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	New measure for FY2015-16	
What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of External Affairs	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Most appropriate for objective based off of resources.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	N/A	
Performance Measure:	Number of existing industries participating in the Renaissance Manufacturing Initiative during the current period	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	New	
2014-15 Target Results:	New	
2014-15 Actual Results (as of 6/30/15):	New	
2015-16 Minimum Acceptable Results:	120	
2015-16 Target Results:	120	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	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?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of External Affairs	
Why was this performance measure chosen?	Most appropriate for objective.	

Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	New measure for FY2015-16
What are the names and titles of the individuals who chose the target value for 2015-16?	Secretary of Commerce, Deputy Secretary of Commerce, and Director of External Affairs
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?	Most appropriate for objective based off of resources.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Students, parents and teachers would be unaware of the workforce opportunities in South Carolina*		
Level Requires Outside Help	*N/A*		
Outside Help to Request	*N/A*		
Level Requires Inform General Assembly	*N/A*		
3 General Assembly Options	*N/A*		

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)
None			

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 High Schools/Career and Technology Centers	Provides information, resources and services	High School
SC Middle Schools	Provides information, resources and services	Middle School
SC Education Associations (various)	Provides information, resources and services	Associations
SC Technical Colleges	Provides information, resources and services	College
SC Businesses	Connects businesses with educators and schools	Other Businesses

Objective Details

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	SC Department of Commerce
Date of Submission	1/12/2016
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 5 - Manage agency assets to achieve agency goals and objectives	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	13-1-10	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 5.1 - Operate agency in an efficient and effective manner	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 5.1.1 - Allocate resources to achieve agency goals and objectives	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	13-1-10	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Manage agency assets to achieve agency goals and objectives*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*All programs*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Bobby Hitt*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual Goal	
Position:	*Secretary of Commerce*	
Office Address:	*1201 Main Street, Suite 1600, Columbia SC*	
Department or Division:	*Department of Commerce*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$1,010,720	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.

Objective Details

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 5.1.1 - Allocate resources to achieve agency goals and objectives
Performance Measure:	No measure reported

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	*Misappropriation of resources.*
Level Requires Outside Help	*If the misappropriation reached a critical level*
Outside Help to Request	*SLED and Inspector General*
Level Requires Inform General Assembly	*If the misappropriation led to budget deficits during the fiscal year or agency unable to meet its obligations.*
3 General Assembly Options	*1) Provide additional funding; 2) Counsel agency on potential budget cuts; 3) Allow borrowing to cover deficit.*

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)
Audit	*Enabling legislation*	*State Auditor's Office*	*Each fiscal year*

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?
Office of Comptroller General	*Payroll and finance*	*State/Local Government Entity*
State Treasurer's Office	Banking services	*State/Local Government Entity*
Department of Administration	*Statewide services*	*State/Local Government Entity*
State Fiscal Accountability Authority	*Statewide services*	*State/Local Government Entity*
Revenue and Fiscal Affairs Office	*Statewide services*	*State/Local Government Entity*

Reporting Requirements

Agency Responding	SC Department of Commerce
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions :
List all reports, if any, the agency is required to submit to a state, federal or outside entity on a regular basis. Insert the name of each report in a separate column and answer the questions below it. Add as many columns as needed.
PLEASE NOTE: All information the agency provides in the rows below the row labeled, "Date the Report was last submitted," should apply to when the agency most recently submitted the report (i.e. date report was last submitted).

Agency Responding	SC Department of Commerce	SC Department of Commerce	SC Department of Commerce	SC Department of Commerce	SC Department of Commerce	SC Department of Commerce
Report #	1	2	3	4	5	6
Report Name:	Accountability Report	Annual Report - CCED Fund Activity	Annual Report - Enterprise Program	Recycling Market Development Advisory Council	Annual Report - Palmetto Partners	Fines and Fee Report
Why Report is Required						
Legislative entity requesting the agency complete the report:	Executive Budget Office	General Assembly	State Fiscal Affairs Authority, Senate Finance Committee, and House Ways and Means Committee	The Governor and members of the General Assembly	the Governor, the Speaker of the House, the President of Pro Tempore of the Senate, the Chairman of the House Ways and Means Committee, and Chairman of the Senate Finance Committee.	Senate Finance and House Ways and Means Committees
Law which requires the report:	§1-1-810 and Proviso 117.29 of the FY 2015-16 Appropriation Act	Sections 12-10-85 and 13-1-1730	Section 12-10-100(C)	Proviso 50.12 of the FY 2015-16 Appropriation Act	Proviso 50.5 of the FY 2015-16 Appropriation Act	Proviso 117.75 of the FY 2015-16 Appropriation Act
Agency's understanding of the intent of the report:	The reports "must contain the agency's or department's mission, objectives to accomplish the mission, and performance measures that show the degree to which objectives are being met." Agencies must "identify key program area descriptions and expenditures and link these to key financial and performance results measures."	Outlining of CCED activities during the previous calendar year	The report must list each revitalization agreement concluded during the previous calendar year, the results of each cost/benefits analysis, and receipts and expenditures of application fees.	Outlining of recycling activities during the calendar year	Information	Information
Year agency was first required to complete the report:	Unknown	Unknown	1999	Unknown	Unknown	Unknown
Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	Annually	Annually	Annually	Annually
Information on Most Recently Submitted Report						
Date Report was last submitted:	9/15/2015	3/17/2015	5/15/2015	March of 2015	April of 2015	8/31/2015
Timing of the Report						
Month Report Template is Received by Agency:	July	N/A	N/A	N/A	N/A	N/A
Month Agency is Required to Submit the Report:	September	March	N/A	N/A	N/A	September
Where Report is Available & Positive Results						
To whom the agency provides the completed report:	Executive Budget Office	SC Legislature	SC Legislature	The Governor and SC Legislature	The Governor, the Speaker of the House, the President of Pro Tempore of the Senate, the Chairman of the House Ways and Means Committee, and Chairman of the Senate Finance Committee.	The Chairman of the Senate Finance Committee and the Chairman of the House Ways and Means Committee
Website on which the report is available:	Executive Budget Office, SC Legislature and Agency	SC Legislature and Agency	Agency	Agency	Unknown	Agency
If it is not online, how can someone obtain a copy of it:	Email info@sccommerce.com for a copy of a report	Email info@sccommerce.com for a copy of a report	Email info@sccommerce.com for a copy of a report	Email info@sccommerce.com for a copy of a report	Email info@sccommerce.com for a copy of a report	Email info@sccommerce.com for a copy of a report
Positive results agency has seen from completing the report:	Accountability	Information for Decision Makers	Transparency and Accountability	To create awareness of the activities performed to decision makers of the state	To create awareness of the activities performed to decision makers of the state	Unknown

Agency Responding	SC Department of Commerce	SC Department of Commerce	SC Department of Commerce	SC Department of Commerce	SC Department of Commerce	SC Department of Commerce
Report #	7	8	9	10	11	12
Report Name:	Bank Account Transparency	Outstanding Debt Report	Restructuring Report and Cost Savings Plan - Senate	Restructuring & Seven-Year Plan - House	Community Economic Development Act	SC Manufacturing Extension Partnership
Why Report is Required						
Legislative entity requesting the agency complete the report:	Senate Finance and House Ways and Means Committees and the Inspector General	Senate Finance and House Ways and Means Committees and the Inspector General	Office of Senate Oversight	House Legislative Oversight Committee	The General Assembly	Senate Finance and House Ways and Means Committees
Law which requires the report:	Proviso 117.84 of the FY 2015-16 Appropriation Act	Proviso 117.34 of the FY 2015-16 Appropriation Act	1-30-10(G)	1-30-10(G)(1)	34-43-30	Proviso 50.15 of the FY 2015-16 Appropriation Act
Agency's understanding of the intent of the report:	Information	Information	Implement cost savings and increased efficiencies.	Pursuant to Section 1-30-10(G) state agencies must submit restructuring reports to the Governor and General Assembly. Last year, the state agencies were required to submit a restructuring report and a seven year plan. This year, and for the next 6 years, agencies will only submit a restructuring report.	Information	Information
Year agency was first required to complete the report:	2010	Unknown	2015	2015	2000	2012
Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	Unknown	Annually	Annually	Annually
Information on Most Recently Submitted Report						
Date Report was last submitted:	9/30/2015	3/2/2015	1/12/2015	1/12/2016	May-15	11/10/2015
Timing of the Report						
Month Report Template is Received by Agency:	September	January	November	November	N/A	N/A
Month Agency is Required to Submit the Report:	October	February	January	January	May	November
Where Report is Available & Positive Results						
To whom the agency provides the completed report:	The State Fiscal Accountability Authority	Executive Budget Office	Office of Senate Oversight	House Legislative Oversight Committee	The General Assembly	The Chairman of the Senate Finance Committee and the Chairman of the House Ways and Means Committee
Website on which the report is available:	Agency	Unknown	Unknown	SC Legislature	Unknown	Unknown
If it is not online, how can someone obtain a copy of it:	Email info@sccommerce.com for a copy of a report	Email info@sccommerce.com for a copy of a report	Email info@sccommerce.com for a copy of a report	Email info@sccommerce.com for a copy of a report	Email info@sccommerce.com for a copy of a report	Email info@sccommerce.com for a copy of a report
Positive results agency has seen from completing the report:	Transparency and Accountability	Unknown	TBD	Unknown	To create awareness of the activities performed to decision makers of the state	To create awareness of the activities performed to decision makers of the state

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

Restructuring Recommendations and Feedback

Agency Responding	SC Department of Commerce
Date of Submission	1/12/2016
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	1 None - management and staff have already been notified of relevant information.	1 When completing the Accountability Report for next year, take this report in mind and gather all necessary information at one time
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)
No	1. Define key words to ensure consistent application among agencies	
Why or why not?	2 Coordinate with Executive Budget Office and Senate Oversight to develop one format for all. Each agency asks for virtually the same information, but in different formats and enough modifications to require additional staff time.	
Different format required a re-work of information provided in prior year's report and Accountability Report.	3 Eliminate redundant information. Information should only be required on one sheet, not in numerous.	