

# 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 Human Affairs Commission
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-2016

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

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

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

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

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

Explanations from the Agency regarding Part A:

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

**PART A**  
**Estimated Funds**  
**Available this**  
**Fiscal Year**  
**(2015-16)**

Source of Funds:	Totals	General Funds	State Funds - One Time Proviso	Earmarked Funds	Federal Funds	Insert name of Source of Funds #5	Etc.
Is the source state, other or federal funding:	Totals	State Funds	State Funds - One Time Proviso	Earmarked Funds	Federal Funds	State, Federal or Other Funds?	State, Federal or Other Funds?
Is funding recurring or one-time?	Totals	Recurring	One-time	Recurring	Recurring	Recurring or one-time funding?	Recurring or one-time funding?
<b>§ From Last Year Available to Spend this Year</b>		\$59,814					
Amount available at end of previous fiscal year		\$59,814					
<b>Amount available at end of previous fiscal year that agency can actually use this fiscal year:</b>		\$59,814					
If the amounts in the two rows above are not the same, explain why :		Enter explanation for each fund to the right					
<b>§ Estimated to Receive this Year</b>							
Amount budgeted/estimated to receive in this fiscal year:			\$119,000	\$715,400	\$336,225		
<b>Total Actually Available this Year</b>		\$2,105,837		\$640,600	\$137,403		
<b>Amount estimated to have available to spend this fiscal year</b> (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):		2,105,837	\$119,000	\$715,000	\$336,225		

# 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 Funds	State Funds - One Time Proviso	Earmarked Funds	Federal Funds	Insert name of Source of Funds #5	Etc.
Is source state, other or federal funding: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	State Funds	State Funds - One Time Proviso	Earmarked Funds	Federal Funds	State, Federal or Other Funds?	State, Federal or Other Funds?
Restrictions on how agency is able to spend the funds from this source:	n/a	N/A	YES	N/A	YES		
<b>Amount estimated to have available to spend this fiscal year:</b> (the rows to the left should populate automatically from what the agency entered in Part A)	\$0	\$2,105,837	\$119,000	\$715,000	\$336,225	\$0	\$0
Are expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a	YES	YES	YES	YES		
<b>Where Agency Budgeted to Spend Money this Year</b>							
<i>Objective 1.1.1 - insert description of objective:            **Remember to include a colon ( :) at the end of each objective and unrelated purpose description**</i>		SALARIES		SALARIES	SALARIES		
<i>Objective 1.1.2 - insert description of objective:</i>		EMPLOYER CONTRIBUTIONS		EMPLOYER CONTRIBUTIONS	EMPLOYER CONTRIBUTIONS		
<i>etc.</i>		OTHER OPERATING EXPENSES		OTHER OPERATING EXPENSES	OTHER OPERATING EXPENSES		
<i>Unrelated Purpose #1 - insert description:</i>			COMMUNITY RELATIONS COUNCILS EXPENDITURES ONLY				
<i>Unrelated Purpose #2 - insert description:</i>							
<i>etc.</i>							
<b>Total Budgeted to Spend on Objectives and Unrelated Purposes:</b> (this should be the same as Amount estimated to have available to spend this fiscal year)							

**Strategic Budgeting (2016-17)**  
(Study Step 1: Agency Legal Directives, Plan and Resources)

<b>Agency Responding</b>	Human Affairs Commission
<b>Date of Submission</b>	4/17/2017

Note: The details are requested to avoid agencies "arbitrarily" assigning numbers.

<b>Line #</b>	1	Does the agency have any money that is not tracked through SCEIS? (Y/N) (If yes, please outline further by responding to Line 15 under Part B1)	No
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**PART A1 - Cash Balances and Revenue Generated**

--> The amounts below relate to the agency's cash.  
--> The Committee understands the (a) agency is only permitted to spend amounts appropriated or authorized, which is addressed in Part A2; and (b) agency may have more cash than it is permitted to spend.

<b>Line #</b>	<b>Funding Source</b>	<b>Total</b>									
2	Funding Source	n/a	n/a	General Funds / (10010000)	Dual Employment / (30037000)	Earmarked Funds / EEOC (30350000)	Sale of Service / Special Deposits (30370000)	CAP RES FD OPER (36340000)	Human Affairs / (38740000)	Sale of Assets / (39580000)	Fed Funds / HUD (50570000)
3	2015-16 Total revenue generated	\$1,111,198	n/a	\$0	\$0	\$715,400	\$59,573	\$0	\$0	\$0	\$336,225
4	2016-17 Total estimated revenue	\$1,122,250	n/a	\$0	\$0	\$805,700	\$0	\$0	\$0	\$0	\$316,550
5	Fund # and Description (Expendable Level - 8 digit) (full set of financials available for each through SCEIS)	n/a	n/a	General Funds / (10010000)	Dual Employment / (30037000)	Earmarked Funds / EEOC (30350000)	Sale of Service / Special Deposits (30370000)	CAP RES FD OPER (36340000)	Human Affairs / (38740000)	Sale of Assets / (39580000)	Fed Funds / HUD (50570000)
<b>Cash Balances</b>		<b>Total</b>	n/a								
6	Fund # and Description (Expendable Level - 8 digit) (full set of financials available for each through SCEIS)	n/a	n/a	General Funds / (10010000)	Dual Employment / (30037000)	Earmarked Funds / EEOC (30350000)	Sale of Service / Special Deposits (30370000)	CAP RES FD OPER (36340000)	Human Affairs / (38740000)	Sale of Assets / (39580000)	Fed Funds / HUD (50570000)
8	Cash balance as of June 30, 2016 (end of FY 2015-16)	\$756,587	n/a	\$265,678	\$1	\$280,951	\$19,357	\$20,354	\$13,769	\$25	\$156,451

**PART A2 - Funds Appropriated and Authorized for 2016-17 (i.e. Allowed to spend)**

--> The Committee understands the agency may be appropriated or authorized to spend additional money during the year.

<b>Line #</b>	<b>Funding Source</b>										
9	Funding Source	n/a	n/a	General Funds / (10010000)	Dual Employment / (30037000)	Earmarked Funds / EEOC (30350000)	Sale of Service / Special Deposits (30370000)	CAP RES FD OPER (36340000)	Human Affairs / (38740000)	Sale of Assets / (39580000)	Fed Funds / HUD (50570000)
10	Recurring or one-time?	n/a	n/a	Recurring	One-time	Recurring	Recurring	One-time	One-time	Recurring (as needed)	Recurring

<b>Appropriation and Authorization Details</b>		<b>Totals - Start of year</b>	<b>Totals - End of year</b>	<b>End of Year</b>							
11	Amounts appropriated, and amounts authorized, to the agency for 2015-16 that were not spent AND the agency can spend in 2016-17	\$756,586	n/a	\$265,678	\$1	\$280,951	\$19,357	\$20,354	\$13,769	\$25	\$156,451
12	Amounts appropriated, and amounts authorized, to the agency for 2016-17	\$3,162,871	n/a	\$2,132,540	\$0	\$640,600	\$0	\$0	\$0	\$0	\$336,225
13	<b>Total Appropriated and Authorized (i.e. allowed to spend)</b>	\$3,919,457	n/a	\$2,398,218	\$1	\$921,551	\$19,357	\$20,354	\$13,769	\$25	\$492,676

**Strategic Budgeting (2016-17)**  
(Study Step 1: Agency Legal Directives, Plan and Resources)

**PART B1 - Utilization of Funds in 2016-17**

--> The Committee understands amount the agency budgeted and spent per objective are estimates from the agency. The information is acceptable as long as the agency has a logical basis, which the Committee may ask the agency to explain, as to how it reached the numbers it provided.

Line #	Funding Source	Totals		General Funds / (10010000)	Dual Employment / (30037000)	Earmarked Funds / EEOC (30350000)	Sale of Service / Special Deposits (30370000)	CAP RES FD OPER (36340000)	Human Affairs / (38740000)	Sale of Assets / (39580000)	Fed Funds / HUD (50570000)
14	Funding Source	n/a	n/a								
15	Database(s) through which expenditures are tracked (See instructions for further details)	n/a	n/a	SCEIS	SCEIS	SCEIS	SCEIS	SCEIS	SCEIS	SCEIS	SCEIS
16	Recurring or one-time?	n/a	n/a	Recurring	One-time	Recurring	Recurring	One-time	One-time	Recurring (as needed)	Recurring
17	External restrictions (from state or federal government, grant issuer, etc.), if any, on how the agency can use the money from each funding source	n/a	n/a	NO	NO	NO	NO	Yes - Cap Reserve Funds / Comp Sys	NO	NO	Yes
18	State Funded Program # and Description	n/a	n/a	L360A00010 (Administration), L360B00010 (Consultative Services), L360C00010 (Compliance)	L360A00010 - Administration	L360C00010 - Compliance	L360A00010 - Administration	L360B00010 - Consultative Services	Depends on type of refund	Depends on type of refund	L360C00012 - Fair Housing
19	<b>Current Objectives</b>	<b>Totals Planned to Utilize - Start of year</b>	<b>Totals Utilized - End of year</b>	<b>Budgeted to utilize - Start of year</b>	<b>Budgeted to utilize - Start of year</b>	<b>Budgeted to utilize - Start of year</b>	<b>Budgeted to utilize - Start of year</b>	<b>Budgeted to utilize - Start of year</b>	<b>Budgeted to utilize - Start of year</b>	<b>Budgeted to utilize - Start of year</b>	<b>Budgeted to utilize - Start of year</b>
	Objective 1.1.1 - Provide monthly training sessions related to employment law for 15 employment investigators in FY 2016-2017	\$195,150	n/a	\$139,624	\$0	\$55,526	\$0	\$0	\$0	\$0	\$0
	Objective 1.1.2 - Institute a workplace mentoring program for Investigator I employees during FY 2016-2017	\$195,150	n/a	\$139,624	\$0	\$55,526	\$0	\$0	\$0	\$0	\$0
	Objective 1.2.1 - Decrease the average amount of case processing time of 263 days to investigate a charge of discrimination from the date of filing by 20% or 210 days by June 30, 2017	\$410,930	n/a	\$334,304	\$0	\$76,626	\$0	\$0	\$0	\$0	\$0
	Objective 2.1.1 - Finalize a Fair Housing Outreach Plan by December 31, 2016	\$59,273	n/a	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$59,273
	Objective 2.1.2 - Hire a Fair Housing Outreach Liaison by December 16, 2016	\$18,077	n/a	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,077
	Objective 2.2.1 - Process 60% of all Housing cases within 100 days during FY 2016-17	\$269,514	n/a	\$56,764	\$0	\$17,736	\$0	\$0	\$0	\$0	\$195,015
	Objective 2.2.2 - Conduct on-site investigations for all cases identified as problematic cases during FY 2016-2017	\$243,650	n/a	\$30,899	\$0	\$17,736	\$0	\$0	\$0	\$0	\$195,015
	Objective 3.1.1 - Litigate probable cause cases that cannot be conciliated in the Fair Housing Division during FY 2016-17	\$111,292	n/a	\$111,292	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Objective 3.1.2 - Hold an administrative hearing for an employment or housing case by June 30, 2017	\$161,292	n/a	\$161,292	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Objective 3.1.3 - Increase the number of mediated cases from the current level of 20% to 25% during FY 2016-17	\$88,905	n/a	\$88,905	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Objective 3.2.1 - Continue to engage and educate members of the General Assembly for proposed changes to existing statutes during FY 2016-17	\$104,070	n/a	\$104,070	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Objective 4.1.1 - Increase the number of counties with Community Relations Councils from 17 to 22 during FY 2016-17	\$88,042	n/a	\$88,042	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Objective 4.1.2 - Sustain the current leadership in existing Community Relations Councils per minimum requirement during FY 2016-17	\$88,042	n/a	\$88,042	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Objective 4.2.1 - Distribute an electronic newsletter devoted to Community Relations Councils on a monthly basis during FY 2016-17	\$55,086	n/a	\$55,086	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Objective 4.2.2 - Develop the agency web page to communicate periodic updated information to all Community Relations Councils during FY 2016-17	\$36,137	n/a	\$36,137	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Objective 4.3.1 - Conduct Quality of Life Initiative meetings with 5 Community Relations Councils during FY 2016-17	\$51,905	n/a	\$51,905	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Objective 5.1.1 - Conduct a computer analysis of each agency's hiring and promotion practices during FY 2016-17	\$121,492	n/a	\$121,492	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Objective 5.1.2 - Review all State Agency Affirmative Action Reports and provide necessary recommendations to state agencies in developing and implementing non-discriminatory employment systems during FY 2016-17	\$121,492	n/a	\$121,492	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Objective 5.2.1 - Conduct one statewide training program for all Affirmative Action (EEO) Officers during FY 2016-17	\$48,851	n/a	\$48,851	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Objective 5.2.2 - Provide 12 EEO Employment Law training sessions for supervisors of state agencies requesting assistance during FY 2016-17	\$131,481	n/a	\$131,481	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Objective 5.2.3 - Organize one state-wide Affirmative Action Forum for all State Agencies during FY 2016-17.	\$121,492	n/a	\$121,492	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Total planned to utilize on Agency Objectives in 2016-17</b>	<b>\$2,721,323</b>	<b>n/a</b>	<b>\$2,030,794</b>	<b>\$0</b>	<b>\$223,150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$467,380</b>

**Strategic Budgeting (2016-17)**  
(Study Step 1: Agency Legal Directives, Plan and Resources)

20	Unrelated Purpose (pass through or other purpose unrelated to agency's strategic plan)	Totals Planned to Utilize - Start of year	Totals Utilized - End of year	Budgeted to utilize - Start of year							Budgeted to utilize - Start of year
	Unrelated Purpose #1 - insert description: <b>Salary/Fringe</b>	\$2,470,796	n/a	\$1,787,479	\$0	\$455,617	\$0	\$0	\$0	\$0	\$227,700
	Unrelated Purpose #2 - insert description: <b>Operating Expenses</b>	\$638,569	n/a	\$345,061	\$0	\$184,983	\$0	\$0	\$0	\$0	\$108,525
	Insert any additional unrelated purposes	\$0	n/a	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>Total planned to utilize on purposes unrelated to Agency Objectives in 2016-17</b>	\$3,109,365	n/a	\$2,132,540	\$0	\$640,600	\$0	\$0	\$0	\$0	\$336,225

**PART B2 - Appropriations and authorizations remaining at the end of 2015-16**

Line #	Totals	Start of Year	End of Year	General Funds / (10010000)	Dual Employment / (30037000)	Earmarked Funds / EEOC (30350000)	Sale of Service / Special Deposits (30370000)	CAP RES FD OPER (36340000)	Human Affairs / (38740000)	Sale of Assets / (39580000)	Fed Funds / HUD (50570000)
21	Appropriated and authorized	\$3,919,457	n/a	\$2,398,218	\$0	\$921,551	\$0	\$0	\$0	\$0	\$492,676
22	(minus) Planned to utilize on Agency Objectives in 2016-17	\$2,721,323	n/a	\$2,030,794	\$0	\$223,150	\$0	\$0	\$0	\$0	\$467,380
23	(minus) Planned to utilize on purposes unrelated to Agency Objectives in 2016-17	\$3,109,365	n/a	\$2,132,540	\$0	\$640,600	\$0	\$0	\$0	\$0	\$336,225
24	<b>Amount of appropriations and authorizations remaining</b>	-\$1,911,231	n/a	-\$1,765,116	\$0	\$57,801	\$0	\$0	\$0	\$0	-\$310,929
25	<b>Amount remaining as % of total appropriations and authorizations</b>	-48.76%	n/a	-73.60%	#DIV/0!	6.27%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-63.11%

26	<b>Explanation for Amount Remaining:</b>