

**Legislative Oversight Committee**

South Carolina House of Representatives

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Columbia, South Carolina 29211

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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:

Date Report Submitted:

Contact

First Name

Last Name:

Email Address:

Phone Number:

**S.C. Transportation Infrastructure Bank**

**January 12, 2016**

Tami

Reed

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# General Instructions

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

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

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

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

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

# Legal Standards

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

Agency Responding	S.C. Transportation Infrastructure Bank
Date of Submission	12-Jan-16

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

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
1	Title 11 Chapter 43 - 1997 Act No. 148	State	Chapter 43 is referred to as the "South Carolina Transportation Infrastructure Bank Act". This chapter creates the South Carolina Transportation Infrastructure Bank; board of directors; corporate purpose; accounts.	Statute
2	1999 Act No. 100	State	Makes SCTIB subject to Administrative Procedures Act (1-23-1); Sends revenue to SCTIB from Section 12-28-310 (amount not to exceed revenues produced by one cent a gallon of the tax on gasoline); Sections 56--3-660 and 56-3-670 (registration fees on trucks).	Statute
3	2004 Act No.184	State	Limitations on bonds issued and requirement of JBRC approval of projects and bond issues. Also, requires no bonds be issued without a source of revenue to pay principal and interest on the bonds.	Statute
4	2005 Act No. 176	State	Increases the revenues to the SCTIB to include motor vehicle registration fees, equivalent to one-half the Excess Power Tax over \$20 million to Department of Commerce.	Statute
5	2013 Act 98	State	Increases the revenues to the SCTIB from nontax sources of SCDOT to finance bridge replacement, rehabilitation projects, and the expansion and improvements to existing mainline interstates.	Statute

# Legal Standards

6	2015-16 Appropriations Act Part B Proviso - 88.1	State	The State Ports Authority shall, from other general fund or operating fund surplus available and any funds appropriated to the authority in prior fiscal years and left unexpended as of July 1, 2015, pay to the State Transportation Infrastructure Bank one million dollars before June 30, 2016, to continue the Charleston Cooper River Bridge Project. Payments extend until 2027.	Proviso
7	2015-16 Appropriations Act Part B Proviso - 108.1	State	South Carolina Lottery Commissioners and South Carolina Transportation Infrastructure Bank Board members and their eligible dependents are eligible to participate in the State Health and Dental Insurance Plan, upon paying the full premium costs as determined by the Public Employee Benefit Authority.	Proviso
8	2015-16 Appropriations Act Part B Proviso - 117.20	State	Travel Subsistence Expenses & Mileage rules for payments to members of state boards.	Proviso
9	2015-16 Supplemental Appropriations Act	State	The State Treasurer shall transfer \$50,000,000 from general fund non-tax sources to the South Carolina Transportation Infrastructure Bank to be utilized solely to leverage bonds to finance bridge replacement, resurfacing, and rehabilitation projects, and expansion and improvements to existing mainline interstates. The Department of Transportation shall develop and submit a list of bridge and road projects to the bank for its consideration. Transferred funds may not be used for projects approved by the bank prior to July 1, 2015. The bank shall submit all projects proposed to be financed through this provision to the Joint Bond Review Committee for approval prior to financing any proposed project.	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	S.C. Transportation Infrastructure Bank
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Mission	The mission of the South Carolina Transportation Infrastructure Bank is to utilize available
Legal Basis for agency's mission	SC Code Section 11-43-120
Vision	The vision of the SCTIB is to provide financial assistance for projects that provide public benefit
Legal Basis for agency's vision	SC Code Section 11-43-120

*Instructions* :

- 1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal is satisfying. All of the laws mentioned in the previous chart (i.e. Legal Standards Chart) should be included next to one of the agency's goals. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. SC Code 63-19-320 thru 63-19-450). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.
- 2) Under the "Goals and Description" column, enter the number and description of the goal which will help the agency achieve its vision (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). The agency should have 3-4 high level goals.
- 3) Under the "Describe how the Goal is SMART" column, enter the information which shows the goal is Specific, Measurable, Attainable, Relevant and Time-bound.
- 4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing the goal.
- 5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal. The Responsible Person has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives to accomplish the goal. In addition, this is the person who monitors the progress and makes any changes needed to the strategies and objectives to ensure the goal is accomplished. Under the "Position" column, enter the Responsible Person's position/title at the agency.

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	Specific Measurable Attainable Relevant Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome			
SC Code Section 11-43-120	The corporate purpose of the bank is to select and assist in financing major qualified projects by providing loans and other financial assistance to government units and private entities for constructing and improving highway and transportation facilities necessary for public purposes including economic development."					



## Associated Programs

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

Agency Responding	S.C. Transportation Infrastructure Bank
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

*Instructions :*

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

Name of Agency Program	Description of Program	Legal Statute or Proviso Requiring the Program	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart)  List <u>ONLY ONE</u> strategic objective per row.
Transportation Infrastructure	Provide funding for major transportation projects	SC Code Section 11-43-120	





## 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	S.C. Transportation Infrastructure Bank
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

<b>Strategic Plan Context</b>	
# and description of Goal the Objective is helping accomplish:	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
<b>Objective</b>	
Objective # and Description:	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
<b>Agency Programs Associated with Objective</b>	
Program Names:	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
<b>Responsible Person</b>	
Name:	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	
Position:	
Office Address:	
Department or Division:	
Department or Division Summary:	
<b>Amount Budgeted and Spent To Accomplish Objective</b>	
Total Budgeted for this fiscal year:	\$255,453,276
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	Structure for Accountability Report being revised for 2016 Report
<b>Performance Measure:</b>	
<b>Type of Measure:</b>	
<b>Results</b>	
2013-14 Actual Results (as of 6/30/14):	
2014-15 Target Results:	
2014-15 Actual Results (as of 6/30/15):	
2015-16 Minimum Acceptable Results:	
2015-16 Target Results:	
<b>Details</b>	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	
Why was this performance measure chosen?	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	
What are the names and titles of the individuals who chose the target value for 2015-16?	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	

### POTENTIAL NEGATIVE IMPACT

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

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

### REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Financial Statement Audit	Required by statute	Scott & Company on behalf of S.C. State Auditor's Office- External	Report issued October 2015

### PARTNERS

## Objective Details

*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?
SCDOT	<i>SCDOT provides assistance in management of SCTIB</i>	<i>State/Local Government Entity</i>

# Reporting Requirements

Agency Responding	S.C. Transportation Infrastructure Bank
Date of Submission	12-Jan-16
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	S.C. Transportation Infrastructure Bank	S.C. Transportation
Report #	1	2
Report Name:	Restructuring Report	Accountability Report
<b>Why Report is Required</b>		
Legislative entity requesting the agency complete the report:	House Legislative Oversight Committee	Executive Budget Office
Law which requires the report:		
Agency's understanding of the intent of the report:		
Year agency was first required to complete the report:		
Reporting frequency (i.e. annually, quarterly, monthly):		
<b>Information on Most Recently Submitted Report</b>		
Date Report was last submitted:	January 12, 2016	9/15/2015
<b>Timing of the Report</b>		
Month Report Template is Received by Agency:	November	June
Month Agency is Required to Submit the Report:	January	September
<b>Where Report is Available &amp; Positive Results</b>		
To whom the agency provides the completed report:	House Legislative Oversight Committee	Executive Budget Office
Website on which the report is available:	House Legislative Oversight Committee	Executive Budget Office
If it is not online, how can someone obtain a copy of it:		
Positive results agency has seen from completing the report:		

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

# Restructuring Recommendations and Feedback

Agency Responding	S.C. Transportation Infrastructure Bank
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

## RESTRUCTURING RECOMMENDATIONS

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

Does the agency have any recommendations, minor or major, for restructuring? No

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

Does the agency recommendation require legislative action?	Recommendation for restructuring

## FEEDBACK (Optional)

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

Please list 1-3 benefits the agency sees in the public having access to the information requested in the Report, in the format it was requested.	Please list 1-3 benefits to agency management and employees in having all of this information available in one document.	Now that the agency has completed the Report, please list 1-3 things the agency could do differently next year (or it could advise other agencies to do) to complete the Report in less time and at a lower cost to the agency.
1	1	1
2	2	2
3	3	3

Does the agency believe this year's Restructuring Report was less burdensome than last year's?	Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency.	Please add any other feedback the agency would like to provide (add as many additional rows as necessary)
No	1	
Why or why not?	2	
Duplication of the Accountability Report only less straight forward.	3	

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

**Is Performance Measure Required?**

State  
Federal  
Only Agency Selected

**Type of Performance Measure**

Outcome  
Efficiency  
Output  
Input/Explanatory/Activity

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

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

**Does the Agency have any restructuring recommendations**

Yes  
No

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

Yes  
No