

**Legislative Oversight Committee**  
South Carolina House of Representatives  
Post Office Box 11867  
Columbia, South Carolina 29211  
Telephone: (803) 212-6810 • Fax: (803) 212-6811



# 2016 Annual Restructuring Report Guidelines

## PLEASE NOTE:

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

Agency Name:  
Date Report Submitted:  
Agency Head  
First Name  
Last Name:  
Email Address:  
Phone Number:

## **State Board of Financial Institutions**

**January 12, 2016**

Louie  
Jacobs  
[Louie.Jacobs@banking.sc.gov](mailto:Louie.Jacobs@banking.sc.gov)  
803-734-2001

James  
Copeland  
[Jim.Copeland@bofi.sc.gov](mailto:Jim.Copeland@bofi.sc.gov)  
803-734-2020

# 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	State Board of Financial Institutions
Date of Submission	January 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	34-1-20	State	Establishes the Board of Financial Institutions (Board) and the appointment of its members.	Statute
2	34-1-60	State	Establishes the Board's authority to supervise banks and building and loan associations.	Statute
3	34-1-70	State	Establishes the Board's authority to approve charters and branches of banks, building and loan associations, savings and loan associations, and savings banks.	Statute
4	34-1-80	State	Establishes the Examining Department, the appointment of the Commissioner of Banking by the Board, and the hiring by the Commissioner of assistants. Allows the Board to examine the Business Development Corporation of South Carolina.	Statute
5	34-30-120	State	Establishes the Board's authority to approve charters of savings banks.	Statute
6	34-26-200	State	Establishes the Board's authority to supervise credit unions.	Statute
7	34-26-310	State	Establishes the Board's authority to approve charters of credit unions.	Statute

# Legal Standards

8	34-21-10	State	Establishes that the Board's approval is necessary to conduct trust business.	Statute
9	34-9-10	State	Gives authority to the Board to set capital requirements for new banks.	Statute
10	34-25-30	State	Establishes that the Board's approval is necessary to acquire a South Carolina holding company or a South Carolina State bank.	Statute
11	34-28-310	State	Establishes that the Board's approval is necessary to acquire a South Carolina savings and loan association or savings and loan holding company.	Statute
12	34-28-100	State	Establishes the Board's authority to approve charters of savings and loan associations.	Statute
13	34-29-200, 37-22-110(11)	State	Establishes the Board's authority to designate the Chief Administrative Officer/Commissioner of Consumer Finance Division.	Statute
14	37-22-140, 37-22-200	State	Establishes application qualifications and regulatory compliance for Non-depository Mortgage Lenders and Servicers.	Statute
15	37-3-501, 37-3-502, 37-3-503, 37-3-506	State	Establishes application qualifications and regulatory compliance for Supervised Lenders	Statute
16	34-29-20, 34-29-30, 34-29-40, 34-29-90	State	Establishes application qualifications and regulatory compliance for Restricted Lenders	Statute
17	34-39-130, 34-39-190	State	Establishes application qualifications and regulatory compliance for Deferred Presentment Service Providers	Statute
18	34-41-40, 34-41-70	State	Establishes application qualifications and regulatory compliance for Check Cashing Service Providers	Statute

## Mission, Vision and Goals

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

Agency Responding	State Board of Financial Institutions
Date of Submission	January 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	The mission of the Board of Financial Institutions is to serve the citizens of the State of South Carolina by preserving a sound State chartered financial community and protecting the borrowing public by ensuring that the state banking and consumer finance laws and regulations are followed. To this end, the State Board of Financial Institutions is responsible for the supervision, licensing and examination of all State chartered banks, savings and loan associations, savings banks, credit unions, trust companies, development corporations, non-depository mortgage lenders/servicers and their branches and loan originators, consumer finance companies, deferred presentment service companies, and check cashing service companies.
Legal Basis for agency's mission	34-1-20
Vision	The Board's vision is to complete the Board's supervisory responsibilities in a cost-effective manner and to coordinate with Federal regulators.
Legal Basis for agency's vision	34-1-20

*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			

## Mission, Vision and Goals

SC Code 34-1-20 through 34-26-200	Goal 1 - Preserve a sound State chartered banking community.	Through its objective, this goal requires that financial institutions be examined within the timeframes required by law. By using the timeframes required by law, the goal is specific, measurable, relevant, and time-bound, and with proper funding and staffing the goal is attainable.	The public has faith in the State chartered banks, credit unions, and savings and loan associations.	Kathy L. Bickham	123	Assistant Commissioner of Banking
SC Code 34-1-20 through 34-28-100	Goal 2 - Protect the banking public	Through its objective, this goal requires that all financial institution applications be reviewed and evaluated for presentation to the Board. By requiring that all applications be evaluated, the goal is specific, measurable, relevant, and time-bound, and with proper funding and staffing the goal is attainable.	The public believes that State banking laws and regulations are enforced.	Kathy L. Bickham	123	Assistant Commissioner of Banking
SC Codes 37-22-200, 37-3-506, 34-29-90, 34-39-190, 34-41-70	Goal 3 - Protect the borrowing public.	Through its objective, this goal requires that financial institutions be examined within the timeframes required by law. By using the timeframes required by law, the goal is specific, measurable, relevant, and time-bound, and with proper funding and staffing the goal is attainable.	The public has faith in the State licensed non-depository mortgage lenders and servicers, supervised lenders, deferred presentment service providers and check cashing service providers.	Carl Jeffcoat	52	Assistant Commissioner of Consumer Finance
SC Codes 37-22-140, 37-3-501, 37-3-502, 37-3-503, 34-29-20, 34-29-30, 34-29-40, 34-39-130, 34-41-40	Goal 4 - Preserve a sound State licensed non-depository lending community.	Through its objective, this goal requires that all financial institution applications be reviewed and evaluated for presentation to the Board. By requiring that all applications be evaluated, the goal is specific, measurable, relevant, and time-bound, and with proper funding and staffing the goal is attainable.	The public believes that laws and regulations pertaining to State licensed non-depository mortgage lenders and servicers, supervised lenders, deferred presentment service providers and check cashing service providers are enforced.	James L. Copeland	62	Assistant Commissioner of Consumer Finance
	Add others if needed					

## 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	State Board of Financial Institutions
Date of Submission	January 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:	Department or Division Summary:
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... Specific; Measurable; Attainable; Relevant; and Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome						
SC Code 34-1-20 through 34-26-200	Goal 1 - Preserve a sound State chartered banking community.	Through its objective, this goal requires that financial institutions be examined within the timeframes required by law. By using the timeframes required by law, the goal is specific, measurable, relevant, and time bound, and with proper funding and staffing the goal is attainable.	The public has faith in the State chartered banks, credit unions, and savings and loan associations.	Kathy L. Bickham	123	Assistant Commissioner of Banking	1205 Pendleton Street, Suite 305, Columbia, SC	Banking Division	The Banking Division supervises State chartered banks, savings and loan associations and credit unions.
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 1.1 - Monitor the safety and soundness of banks, savings and loan associations, and credit unions under the Board's jurisdiction.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SC Code 34-1-20 through 34-26-200	Objective 1.1.1 - Examine State chartered banks, savings and loan associations, and credit unions within the timeframes required by law.	This objective requires that financial institutions be examined within the timeframes required by law. By using the timeframes required by law, the goal is specific, measurable, relevant, and time-bound, and with proper funding and staffing the goal is attainable.	The public has faith in the State chartered banks, credit unions, and savings and loan associations.	Kathy L. Bickham	123	Assistant Commissioner of Banking	1205 Pendleton Street, Suite 305, Columbia, SC	Banking Division	The Banking Division supervises State chartered banks, savings and loan associations and credit unions.

## Strategy, Objectives and Responsibility

SC Code 34-1-20 through 34-28-100	Goal 2 - Protect the banking public	Through its objective, this goal requires that all financial institution applications be reviewed and evaluated for presentation to the Board. By requiring that all applications be evaluated, the goal is specific, measurable, relevant, and time-bound, and with proper funding and staffing the goal is attainable.	The public believes that State banking laws and regulations are enforced.	Kathy L. Bickham	123	Assistant Commissioner of Banking	1205 Pendleton Street, Suite 305, Columbia, SC	Banking Division	The Banking Division supervises State chartered banks, savings and loan associations and credit unions.
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 2.1 - Ensure that statutory responsibilities regarding banks, savings and loan associations and credit unions are met.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SC Code 34-1-20 through 34-28-100	Objective 2.1.1 - Review and evaluate applications for new financial institutions and branches and for holding company acquisitions for presentation to the Board of Financial Institutions.	This objective requires that all financial institution applications be reviewed and evaluated for presentation to the Board. By requiring that all applications be evaluated, the goal is specific, measurable, relevant, and time-bound, and with proper funding and staffing the goal is attainable.	The public believes that State banking laws and regulations are enforced.	Renee E. Dzek	123	Review Examiner	1205 Pendleton Street, Suite 305, Columbia, SC	Banking Division	The Banking Division supervises State chartered banks, savings and loan associations and credit unions.
SC Codes 37-22-200, 37-3-506, 34-29-90, 34-39-190, 34-41-70	Goal 3 - Protect the borrowing public.	Through its objective, this goal requires that financial institutions be examined within the timeframes required by law. By using the timeframes required by law, the goal is specific, measurable, relevant, and time-bound, and with proper funding and staffing the goal is attainable.	The public has faith in State licensed non-depository mortgage lenders and servicers, supervised lenders, deferred presentment service providers and check cashing service providers.	Carl Jeffcoat	52	Assistant Commissioner of Consumer Finance	1205 Pendleton St., Suite 306, Columbia, SC	Consumer Finance Division	The Consumer Finance Division supervises non-depository lenders and service providers.
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 3.1 - Examine non-depository consumer finance and mortgage lenders and service providers to determine compliance with state and federal laws governing that activity.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SC Codes 37-22-200, 37-3-506, 34-29-90, 34-39-190, 34-41-70	Objective 3.1.1 - Examine State licensed non-depository mortgage lenders and servicers, supervised lenders, deferred presentment service providers and check cashing service providers according to statutory requirements and investigate all complaints against licensees.	This objective requires that financial institutions be examined within the timeframes required by law. By using the timeframes required by law, the goal is specific, measurable, relevant, and time-bound, and with proper funding and staffing the goal is attainable.	The public has faith that State licensed non-depository lenders and service providers are complying with state and federal laws and regulations and that their concerns will be addressed.	Carl Jeffcoat	52	Assistant Commissioner of Consumer Finance	1205 Pendleton St., Suite 306, Columbia, SC	Consumer Finance Division	The Consumer Finance Division supervises non-depository lenders and service providers.
SC Codes 37-22-140, 37-3-501, 37-3-502, 37-3-503, 34-29-20, 34-29-30, 34-29-40, 34-39-130, 34-41-40	Goal 4 - Preserve a sound State licensed non-depository lending community.	Through its objective, this goal requires that all financial institution applications be reviewed and evaluated for presentation to the Board. By requiring that all applications be evaluated, the goal is specific, measurable, relevant, and time-bound, and with proper funding and staffing the goal is attainable.	The public believes that laws and regulations pertaining to State licensed non-depository mortgage lenders and servicers, supervised lenders, deferred presentment service providers and check cashing service providers are enforced.	James L. Copeland	62	Assistant Commissioner of Consumer Finance	1205 Pendleton St., Suite 306, Columbia, SC	Consumer Finance Division	The Consumer Finance Division supervises non-depository lenders and service providers.



## Strategy, Objectives and Responsibility

The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 4.1 - Ensure that all non-depository lenders and service providers operating in South Carolina meet statutory requirements for licensure.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SC Codes 37-22-140, 37-3-501, 37-3-502, 37-3-503, 34-29-20, 34-29-30, 34-29-40, 34-39-130, 34-41-40	Objective 4.1.1 - Review and evaluate applications for all non-depository consumer finance and mortgage lenders and service providers and collect data annually to determine continued compliance with licensing requirements.	This objective requires that all financial institution applications be reviewed and evaluated for presentation to the Board. By requiring that all applications be evaluated, the goal is specific, measurable, relevant, and time-bound, and with proper funding and staffing the goal is attainable.	Borrowers have confidence in the State licensed non-depository financial services market in South Carolina.	James L. Copeland	62	Assistant Commissioner of Consumer Finance	1205 Pendleton St., Suite 306, Columbia, SC	Consumer Finance Division	The Consumer Finance Division supervises non-depository lenders and service providers.

## 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	State Board of Financial Institutions
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

### Instructions:

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

Name of Agency Program	Description of Program	Legal Statute or Proviso Requiring the Program	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart)  List <u>ONLY ONE</u> strategic objective per row.
Bank Examining Program	The Bank Examining Program regulates and supervises State chartered banks, savings and loan associations, and credit unions.	34-1-80	Objective 1.1.1 - Examine State chartered banks, savings and loan associations, and credit unions within the timeframes required by law.
Bank Examining Program	The Bank Examining Program regulates and supervises State chartered banks, savings and loan associations, and credit unions.	34-1-80	Objective 2.1.1 - Review and evaluate applications for new financial institutions and branches and for holding company acquisitions for presentation to the Board of Financial Institutions.
Consumer Finance Examining Program	The Consumer Finance Examining program regulates and supervises State licensed non-depository mortgage lenders and servicers, supervised lenders, deferred presentment service providers and check cashing service providers.	SC Codes 37-22-200, 37-3-506, 34-29-90, 34-39-190, 34-41-70	Objective 3.1.1 - Examine each licensee according to statutory requirements and investigate all complaints against licensees.
Consumer Finance Licensing Program	The Consumer Finance Licensing program regulates and supervises State licensed non-depository mortgage lenders and servicers, supervised lenders, deferred presentment service providers and check cashing service providers.	SC Codes 37-22-140, 37-3-501, 37-3-502, 37-3-503, 34-29-20, 34-29-30, 34-29-40, 34-39-130, 34-41-40	Objective 4.1.1 - Review and evaluate applications for all non-depository consumer finance and mortgage lenders and service providers and collect data annually to determine continued compliance with licensing

# 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	State Board of Financial Institutions
Date of Submission	January 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**  
**Fiscal Year**  
**(2015-16)**

Source of Funds:	Totals	Financial Institution Assessments	Consumer Finance Fees	Insert name of Source of Funds #3	Insert name of Source of Funds #4	Insert name of Source of Funds #5	Etc.
Is the source state, other or federal funding:	Totals	Other Funds	Other Funds	State, Federal or Other Funds?	State, Federal or Other Funds?	State, Federal or Other Funds?	State, Federal or Other Funds?
Is funding recurring or one-time?	Totals	Recurring	Recurring	Recurring or one-time funding?	Recurring or one-time funding?	Recurring or one-time funding?	Recurring or one-time funding?
<b>§ From Last Year Available to Spend this Year</b>							
Amount available at end of previous fiscal year		\$815,253	\$1,533,484				
Amount available at end of previous fiscal year that agency can actually use this fiscal year:		\$815,253	\$1,533,484				
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:		\$2,026,001	\$1,690,767				
<b>Total Actually Available this Year</b>							
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):		\$2,841,254	\$3,224,251				

# 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	Financial Institution Assessments	Consumer Finance Fees	Insert name of Source of Funds #3	Insert name of Source of Funds #4	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	Other Funds	Other Funds	State, Federal or Other Funds?	State, Federal or Other 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	These funds are to be used to fund the expenditures of the agency.	These funds are to be used to fund the expenditures of the agency.				
<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	\$2,841,254	\$3,224,251	\$0	\$0	\$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				
<b>Where Agency Budgeted to Spend Money this Year</b>							
Objective 1.1.1 - Examine State chartered banks, savings and loan associations, and credit unions within the timeframes required by law.		\$2,014,460					
Objective 2.1.1 - Review and evaluate applications for new financial institutions and branches and for holding company acquisitions for presentation to the Board of Financial Institutions.		\$223,829					
Objective 3.1.1 - Examine State licensed non-depository mortgage lenders and servicers, supervised lenders, deferred presentment service providers and check cashing service providers according to statutory requirements and investigate all complaints against licensees.			\$1,259,139				
Objective 4.1.1 - Review and evaluate applications for all non-depository consumer finance and mortgage lenders and service providers and collect data annually to determine continued compliance with licensing requirements.			\$752,175				
etc.							
Unrelated Purpose #1 - Board Administration		\$17,189	\$17,189				
Unrelated Purpose #2 - Projected carry-forward to fund agency operations pending receipt of Other Funds in Fiscal Year 2017		\$585,776	\$1,195,748				
etc.							
<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)		\$2,841,254	\$3,224,251				

## 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.

<b>Agency Responding</b>	State Board of Financial Institutions
<b>Date of Submission</b>	January 12, 2016
<b>Fiscal Year for which information below pertains</b>	2015-16

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

<b>Strategic Plan Context</b>		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Preserve a sound State chartered banking community.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code 34-1-20 through 34-26-200	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 - Monitor the safety and soundness of banks, savings and loan associations, and credit unions under the Board's jurisdiction.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
<b>Objective</b>		
Objective # and Description:	Objective 1.1.1 - Examine State chartered banks, savings and loan associations, and credit unions within the timeframes required by law.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code 34-1-20 through 34-26-200	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	The public has faith in the State chartered banks, credit unions, and savings and loan associations.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
<b>Agency Programs Associated with Objective</b>		
Program Names:	Bank Examining Program	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:	Kathy L. Bickham	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	123	
Position:	Assistant Commissioner of Banking	
Office Address:	1205 Pendleton Street, Suite 305, Columbia, SC	
Department or Division:	Banking Division	
Department or Division Summary:	The Banking Division supervises State chartered banks, savings and loan associations and credit unions.	
<b>Amount Budgeted and Spent To Accomplish Objective</b>		
Total Budgeted for this fiscal year:	\$2,014,460	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 - Examine State chartered banks, savings and loan associations, and credit unions within the timeframes required by law.	
<b>Performance Measure:</b>	State Chartered Financial Institution Examinations	
<b>Type of Measure:</b>	Output	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	45	
2014-15 Target Results:	32	
2014-15 Actual Results (as of 6/30/15):	43	
2015-16 Minimum Acceptable Results:	15	
2015-16 Target Results:	32	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Louie A. Jacobs, Commissioner of Banking, and Kathy L. Bickham, Assistant Commissioner of Banking	
Why was this performance measure chosen?	This performance measure was chosen because examining financial institutions is essential in order to ensure public confidence in the banking system.	
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?	Louie A. Jacobs, Commissioner of Banking, and Kathy L. Bickham, Assistant Commissioner of Banking	
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?	When determining the target value in 2015-2016, the number of State chartered financial institutions, staffing levels, and planned Federal examinations were considered. The decision was made to set the level because this level would ensure that State statute was followed and financial institutions were examined in a timely manner and the public could remain confident that the agency was performing its responsibilities effectively.	
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	Customer protections could be compromised.
Level Requires Outside Help	Less than 25 financial institutions examined.
Outside Help to Request	Federal regulatory agencies
Level Requires Inform General Assembly	Less than 10 financial institutions examined.
3 General Assembly Options	(1) Amend statute; (2) Increase Other Funds authorization; (3) Increase salaries and travel reimbursement regulations to make agency positions more attractive.

### REVIEWS/AUDITS

## Objective Details

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

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

### PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Federal Regulatory Authorities (FDIC, NCUA, and Federal Reserve)	The agency examines financial institutions both jointly with the Federal agencies and on an alternating basis.	

## 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.

<b>Agency Responding</b>	State Board of Financial Institutions
<b>Date of Submission</b>	January 12, 2016
<b>Fiscal Year for which information below pertains</b>	2015-16

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

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 2 - Protect the banking public Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code 34-1-20 through 34-28-100 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 - Ensure that statutory responsibilities regarding banks, savings and loan associations and credit unions are met. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective	
Objective # and Description:	Objective 2.1.1 - Review and evaluate applications for new financial institutions and branches and for holding company acquisitions for presentation to the Board of Financial Institutions. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code 34-1-20 through 34-28-100 Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	The public believes that State banking laws and regulations are enforced. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective	
Program Names:	Bank Examining Program 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:	Renee E. Dzek Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	123
Position:	Review Examiner
Office Address:	1205 Pendleton Street, Suite 305, Columbia, SC
Department or Division:	Banking Division
Department or Division Summary:	The Banking Division supervises State chartered banks, savings and loan associations and credit unions.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	\$223,829 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 - Review and evaluate applications for new financial institutions and branches and for holding company acquisitions for presentation to the Board of Financial Institutions.	
<b>Performance Measure:</b>	Financial Institutions Applications Processed	
<b>Type of Measure:</b>	Output	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	22	
2014-15 Target Results:	35	
2014-15 Actual Results (as of 6/30/15):	44	
2015-16 Minimum Acceptable Results:	15	
2015-16 Target Results:	25	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Louie A. Jacobs, Commissioner of Banking, and Kathy L. Bickham, Assistant Commissioner of Banking	
Why was this performance measure chosen?	This performance measure was chosen because evaluating financial institution applications is essential in order for financial institutions to be able to conduct their operations in a timely manner.	
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?	Louie A. Jacobs, Commissioner of Banking, and Kathy L. Bickham, Assistant Commissioner of Banking	
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?	When determining the target value in 2015-2016, the number of financial institutions projected to be received and staffing levels were considered. The decision was made to set the level because this level would ensure that State statute was followed and financial institutions applications were evaluated and presented to the Board in a timely manner.	
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	Financial Institutions can't proceed with some operations in a timely manner.
Level Requires Outside Help	Outside help is not available.
Outside Help to Request	N/A
Level Requires Inform General Assembly	The General Assembly should be informed if completed applications are not evaluated within 90 days.
3 General Assembly Options	(1) Amend statute; (2) Increase Other Funds authorization; (3) Increase salaries and travel reimbursement regulations to make agency positions more attractive

### REVIEWS/AUDITS

## Objective Details

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

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

### PARTNERS

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

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

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

Agency Responding	State Board of Financial Institutions
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 3 - Protect the borrowing public.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Codes 37-22-200, 37-3-506, 34-29-90, 34-39-190, 34-41-70	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 - Examine non-depository consumer finance and mortgage lenders and service providers to determine compliance with state and federal laws governing that activity.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.1.1 - Examine State licensed non-depository mortgage lenders and servicers, supervised lenders, deferred presentment service providers and check cashing service providers according to statutory requirements and investigate all complaints against licensees.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Codes 37-22-200, 37-3-506, 34-29-90, 34-39-190, 34-41-70	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	<i>The public has faith that State licensed non-depository lenders and service providers are complying with state and federal laws and regulations and that their concerns will be addressed.</i>	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Consumer Finance Examining Program	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:	Carl Jeffcoat	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	52 Months	
Position:	Assistant Commissioner	
Office Address:	1205 Pendleton Street, Suite 306, Columbia, SC	
Department or Division:	Consumer Finance Division	
Department or Division Summary:	<i>The Consumer Finance Division supervises non-depository lenders and service providers.</i>	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$1,259,139	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	
PERFORMANCE MEASURES		

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

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

**Types of Performance Measures:**

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

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

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

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

**How the Agency is Measuring its Performance**

Objective Number and Description	Objective 3.1.1 - Examine State licensed non-depository mortgage lenders and servicers, supervised lenders, deferred presentment service providers and check cashing service providers according to statutory requirements and investigate all complaints against licensees.	
<b>Performance Measure:</b>	Financial Institutions Examined	
<b>Type of Measure:</b>	Output	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	1372	
2014-15 Target Results:	1400	
2014-15 Actual Results (as of 6/30/15):	1450	
2015-16 Minimum Acceptable Results:	1000	
2015-16 Target Results:	1270	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	James L. Copeland, Assistant Commissioner of Consumer Finance and Carl Jeffcoat, Assistant Commissioner of Consumer Finance	
Why was this performance measure chosen?	This performance measure was chosen because examining financial institutions is essential in order to ensure public confidence in non-depository lenders.	
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?	James L. Copeland, Assistant Commissioner of Consumer Finance and Carl Jeffcoat, Assistant Commissioner of Consumer Finance	
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?	When determining the target value in 2015-2016, the number of State licensed financial institutions, staffing levels, and planned multi-state examinations were considered. The decision was made to set the level because this level would ensure that State statute was followed and financial institutions were examined in a timely manner and the public could remain confident that the agency was performing its responsibilities effectively.	
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	<i>Customer protections could be compromised.</i>
Level Requires Outside Help	<i>Failure to meet statutory responsibilities.</i>
Outside Help to Request	<i>None available.</i>
Level Requires Inform General Assembly	<i>Failure to meet statutory responsibilities.</i>
3 General Assembly Options	<i>(1) Amend statute; (2) Increase Other Funds authorization; (3) Increase salaries and travel reimbursement regulations to make agency positions more attractive</i>

**REVIEWS/AUDITS**

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

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

**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 Department of Consumer Affairs	<i>Statute interpretation and Enforcement assistance</i>	<i>State/Local Government Entity</i>

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

<b>Agency Responding</b>	State Board of Financial Institutions
<b>Date of Submission</b>	January 12, 2016
<b>Fiscal Year for which information below pertains</b>	2015-16

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

<b>Strategic Plan Context</b>		
# and description of Goal the Objective is helping accomplish:	Goal 4 - Preserve a sound State licensed non-depository lending community.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Codes 37-22-140, 37-3-501, 37-3-502, 37-3-503, 34-29-20, 34-29-30, 34-29-40, 34-39-130, 34-41-40	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 - Ensure that all non-depository lenders and service providers operating in South Carolina meet statutory requirements for licensure.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
<b>Objective</b>		
Objective # and Description:	Objective 4.1.1 - Review and evaluate applications for all non-depository consumer finance and mortgage lenders and service providers and collect data annually to determine continued compliance with licensing requirements.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Codes 37-22-140, 37-3-501, 37-3-502, 37-3-503, 34-29-20, 34-29-30, 34-29-40, 34-39-130, 34-41-40	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Borrowers have confidence in the State licensed non-depository financial services market in South Carolina.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
<b>Agency Programs Associated with Objective</b>		
Program Names:	Consumer Finance Licensing Program	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:	James L. Copeland	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	62 Months	
Position:	Assistant Commissioner	
Office Address:	1205 Pendleton Street, Suite 306, Columbia, SC	
Department or Division:	Consumer Finance Division	
Department or Division Summary:	The Consumer Finance Division supervises non-depository lenders and service providers.	
<b>Amount Budgeted and Spent To Accomplish Objective</b>		
Total Budgeted for this fiscal year:	\$752,175	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	

**PERFORMANCE MEASURES**

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

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

**Types of Performance Measures:**

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

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

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

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

**How the Agency is Measuring its Performance**

Objective Number and Description	Objective 4.1.1 - Review and evaluate applications for all non-depository consumer finance and mortgage lenders and service providers and collect data annually to determine continued compliance with licensing requirements.	
<b>Performance Measure:</b>	Financial Institutions Applications Processed	
<b>Type of Measure:</b>	Output	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	2192	
2014-15 Target Results:	2300	
2014-15 Actual Results (as of 6/30/15):	2189	
2015-16 Minimum Acceptable Results:	1800	
2015-16 Target Results:	2050	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	James L. Copeland, Assistant Commissioner of Consumer Finance and Carl Jeffcoat, Assistant Commissioner of Consumer Finance	
Why was this performance measure chosen?	This performance measure was chosen because evaluating financial institution applications is essential in order for financial institutions to be able to conduct their operations in a timely manner.	
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?	James L. Copeland, Assistant Commissioner of Consumer Finance and Carl Jeffcoat, Assistant Commissioner of Consumer Finance	
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?	When determining the target value in 2015-2016, the number of financial institution applications projected to be received and staffing levels were considered. The decision was made to set the level because this level would ensure that State statute was followed and financial institutions applications were evaluated and presented to the Board in a timely manner.	
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	<i>Financial Institutions can't proceed with some operations in a timely manner.</i>
Level Requires Outside Help	<i>Outside help is not available.</i>
Outside Help to Request	<i>N/A</i>
Level Requires Inform General Assembly	<i>The General Assembly should be informed if completed applications are not evaluated within 90 days.</i>
3 General Assembly Options	<i>(1) Amend statute; (2) Increase Other Funds authorization; (3) Increase salaries and travel reimbursement regulations to make agency positions more attractive</i>

**REVIEWS/AUDITS**

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

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

**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 Department of Consumer Affairs	<i>Statute interpretation and Enforcement assistance</i>	<i>State/Local Government Entity</i>



# Reporting Requirements

<b>Agency Responding</b>	State Board of Financial Institutions
<b>Date of Submission</b>	January 12, 2016
<b>Fiscal Year for which information below pertains</b>	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			Consumer Finance Division	Banking Division
Report #	1	2	3	4
Report Name:	Restructuring Report	Accountability Report	Deferred Presentment Annual Report	Capital Reserve Position of Financial Institutions
<b>Why Report is Required</b>				
Legislative entity requesting the agency complete the report:	House Legislative Oversight Committee	Executive Budget Office	House LCI & Senate B&I	General Assembly
Law which requires the report:	1-30-10(G)	1-1-810	34-39-290	34-1-130
Agency's understanding of the intent of the report:	To find increased cost savings and efficiencies	To report on the agency's performance and goals	Monitor the industry	Monitor the industry
Year agency was first required to complete the report:	2015		2010	1985
Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	Annually	Annually
<b>Information on Most Recently Submitted Report</b>				
Date Report was last submitted:	1/13/2015	9/15/15	5/27/2015	9/4/2015
<b>Timing of the Report</b>				
Month Report Template is Received by Agency:	November	June	None	None
Month Agency is Required to Submit the Report:	January	September	None	None
<b>Where Report is Available &amp; Positive Results</b>				
To whom the agency provides the completed report:	House Legislative Oversight Committee	Executive Budget Office	House LCI & Senate B&I	Senate Finance Committee and House Ways and Means Committee
Website on which the report is available:	South Carolina Statehouse	Executive Budget Office	None	None
If it is not online, how can someone obtain a copy of it:		Contact CFD	Contact CFD	Contact Banking Division
Positive results agency has seen from completing the report:	Informed Legislature	Informed Legislature	Informed Legislature	Informed Legislature

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

# Restructuring Recommendations and Feedback

Agency Responding	State Board of Financial Institutions
Date of Submission	January 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?

--

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)
	1	
Why or why not?	2	
	3	

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

**Is Performance Measure Required?**

- State
- Federal
- Only Agency Selected

**Type of Performance Measure**

- Outcome
- Efficiency
- Output
- Input/Explanatory/Activity

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

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

**Does the Agency have any restructuring recommendations**

- Yes
- No

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

- Yes
- No