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: **Rural Infrastructure Authority**

Date Report Submitted: **January 12, 2016**

Agency Head
First Name: Bonnie
Last Name: Ammons
Bammons@ria.sc.gov
803-737-0390

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 (*insert date agency submits report*).”
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 HCommLegOv@schouse.gov.

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	
	House Legislative Oversight
Mailing	Post Office Box 11867
Phone	803-212-6810
Fax	803-212-6811
Email	HCommLegOv@schouse.gov
Web	The agency may visit the South Carolina General Assembly Home Page (http://www.scstatehouse.gov) 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	Rural Infrastructure Authority
Date of Submission	12-Jan-16

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

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
1	11-50-30	State	Rural Infrastructure Authority - Provides for the selection of qualified infrastructure projects for loans or other financial assistance through the Rural Infrastructure Fund and provides necessary authority to fund, operate and administer the functions of the agency including: * develop by-laws including the right of the board to select qualifying projects and provide loans and other financial assistance; * establish policies and procedures for making and administering loans and other financial assistance; * make loans to qualified borrowers and acquire, hold, and sell loan obligations; * enter into contracts and agreements with qualified borrowers;	Statute

			*procure collateral or security or credit support for the payment of any bonds issued; * collect amounts due under any loan obligations ; * collect fees and charges in connection with its loans or other financial assistance * borrow money through the issuance of bonds and other forms of indebtedness;	
2	48-5-30	State	Water Quality Revolving Fund Authority - Provides necessary authority to fund, invest, use, and administer the clean water fund, the drinking water fund, and other authorized activities permitted by the Safe Drinking Water Act including: * make and service loans, enter into loan agreements, accept and enforce loan obligations and provide other forms of financial assistance; * establish policies and procedures for the making and administration of loans and establish fiscal controls and accounting procedures; * receive and accept from any source aid, grants, and contributions of money, property, labor, or other things of value to carry out the purposes of this chapter subject to the conditions upon which the aid, grants, or contributions are made; * collect, or authorize the trustee under a trust indenture securing bonds to collect, amounts due under the loan agreement or loan obligation, including taking the action required to obtain payment of sums in default; * enter into contracts or agreements for the servicing and processing of loan agreements or loan obligations; * procure insurance, guarantees, letters of credit, and other forms of collateral or security or credit support from a public or private entity for the payment of bonds issued by it, including the power to pay premiums or fees on insurance, guarantees, letters of credit, and other forms of collateral or security or credit * invest or reinvest its funds as permitted by applicable law;	Statute

			* unless restricted under an agreement with holders of bonds, consent to a modification with respect to the rate of interest, time, and payment of an installment of principal or interest, or other term of a loan agreement or loan obligation; * establish and revise, amend and repeal, and collect fees and charges in connection with activities or services rendered by the authority; * disburse monies from the fund to the department and the authority for program, project, loan and fund management; and * establish accounts for the deposit of portions of the federal capitalization grants, as authorized by the Safe Drinking Water Act, for purposes of certain other authorized activities.	
3	11-40-40	State	South Carolina Infrastructure Facilities Authority - provides necessary authority to fund, use and administer the SC Infrastructure Revolving Loan Fund including: * make and service loans, enter into loan agreements, accept and enforce loan obligations and provide other forms of financial assistance; * establish policies and procedures for the making and administration of loans and establish fiscal controls and accounting procedures; * receive and accept from any source aid, grants, and contributions of money, property, labor, or other things of value to carry out the purposes of this chapter subject to the conditions upon which the aid, grants, or contributions are made; * collect, or authorize the trustee under a trust indenture securing bonds to collect, amounts due under the loan agreement or loan obligation, including taking the action required to obtain payment of sums in default;	Statute

			* to borrow money to further or carry out its public purpose and to issue revenue bonds, notes, or other obligations of the authority subject to the provisions of this chapter to evidence such loans and to execute leases, trust indentures, trust agreements for the sale of its revenue bonds, notes, or other obligations, loan agreements, mortgages, deeds to secure debt, trust deeds, security agreements, assignments, and other agreements or instruments as may be necessary or desirable in the judgment of the authority, and to evidence and to provide security for such loans; * enter into contracts or agreements for the servicing and processing of loan agreements or loan obligations; * procure insurance, guarantees, letters of credit, and other forms of collateral or security or credit support from a public or private entity for the payment of bonds issued by it, including the power to pay premiums or fees on insurance, guarantees, letters of credit, and other forms of collateral or security or credit support; * invest or reinvest its funds as permitted by applicable law; * unless restricted under an agreement with holders of bonds, consent to a modification with respect to the rate of interest, time, and payment of an installment of principal or interest, or other term of a loan agreement or loan obligation; * establish and revise, amend and repeal, and collect fees and charges in connection with activities or services rendered by the authority; * disburse monies from the fund to the department and the authority for program, project, loan and fund management; and * establish accounts for the deposit of portions of the federal capitalization grants, as authorized by the Safe Drinking Water Act, for purposes of certain other authorized activities.	
3	Proviso 54.1	State	Allows the carry forward of funds in the Rural Infrastructure Fund from the prior fiscal year to the current fiscal year	Proviso

Legal Standards

4	Proviso 54.3	State	Allows the carry forward of funds appropriated for the purpose of matching federal funds from the prior fiscal year to the current fiscal year	Proviso
5	Proviso 54.4	State	Allows for certain funds to be excluded from the calculation of the carry forward authority.	Proviso
6	Proviso 54.5	State	Allows any state funds remaining after fully matching federal grants for the State Revolving Funds under the Clean Water Act or Safe Drinking Water Act to be deposited into the South Carolina Infrastructure Revolving Loan Fund established pursuant to Section 11-40-50.	Proviso
7	33 USC 1383	Federal	Title VI of the Clean Water Act provides necessary authority and program requirements for the Clean Water State Revolving Loan Program	Statute
8	42 USC 300j-12	Federal	Safe Drinking Water Act provides necessary authority and program requirements for the Drinking Water State Revolving Loan Program	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	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Mission	Build infrastructure capacity to support economic development and to protect water quality
Legal Basis for agency's mission	11-50-30
Vision	Help communities prepare for economic opportunities that will lead to community sustainability
Legal Basis for agency's vision	11-50-20;11-50-40

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			
11-50-30; 48-5-30	Goal 1 - Provide financial assistance annually for qualified projects to improve public infrastructure	Specific - Action is to provide financial assistance Measurable - Resources provided Attainable - Based on available resources Relevant -Need is cited in agency statute Time-bound - Annual	Build Infrastructure Capacity	Bonnie Ammons	Annual	Executive Director
11-50-30	Goal 2 - Serve as an ongoing resource to communities to build infrastructure capacity	Specific - Action is to serve as a resource Measurable - Resources provided Attainable - Ongoing need Relevant - Rural areas need help to access resources Time-bound - Ongoing	Build Infrastructure Capacity	Bonnie Ammons	Annual	Executive Director
11-50-30; 48-5-30;11-40-40; 33 USC 1383;42 USC 300j-12	Goal 3 - On an ongoing basis, manage agency assets in an effective and efficient manner	Specific - Action is to manage assets Measurable - Resources provided Attainable - Ongoing Relevant - Consistent with agency mission Time-bound - Ongoing	Build Infrastructure Capacity	Bonnie Ammons	Annual	Executive Director

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	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions :
1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal or objective is satisfying. For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. All of the legal standards mentioned for a particular goal should be included next to one of the objectives under that goal. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. 63-19-320 thru 63-19-370). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.
2) Under the "Strategic Plan Part and Description" column, enter the strategic plan part number and description (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. If the agency is still utilizing the same strategies and objectives it submitted as part of the Accountability Report, it can copy and paste those into this chart, then fill in the remainder of the columns. However, if the agency has trouble explaining how each objective is SMART, it may need to revise its objectives. In addition, if the agency has revised its strategic plan since submitting its last Accountability Report, please provide information from the most current strategic plan.
3) Under the "Describe how it is SMART" column, enter the information which shows how each goal and objective is Specific, Measurable, Attainable, Relevant and Time-bound.
4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing each goal and objective.
5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal and objective. The Responsible Person for a goal has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person for an objective has employees and possibly different teams of employees beneath him/her to help accomplish the objective. The Responsible Person for a goal is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives needed to accomplish the goal. The Responsible Person for an objective is the person who, in conjunction with his/her employees and approval from higher level superiors, sets the performance measure targets and heads the game plan for how to accomplish the objective for which he/she is responsible. Under the "Position" column, enter the Responsible Person's position/title at the agency. Under "Office Address" column, enter the address for the office from which the Responsible Person works. Under the "Department/Division" column, enter the department or division at the agency in which the Responsible Person works. Under the "Department/Division Summary" column, enter a brief summary (no more than 1-2 sentences) of what that department or division does in the agency.

Legal Responsibilities Satisfied:	*Strategic Plan Part and Description*	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Performance Measures:	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							
11-50-30; 48-5-30	**Goal 1 - Provide financial assistance annually for qualified projects to improve public infrastructure**	Specific - Action is to provide financial assistance Measurable - Resources provided Attainable - Based on available resources Relevant -Need is cited in agency statute Time-bound - Annual	Build Infrastructure Capacity	Total Grants Awarded Customers Served by Infrastructure Assistance Communities Assisted Grants Awarded for Health/Environmental/Regulatory Concerns Grants Awarded to Support Econ Opportunities Percentage of Funds Awarded in Distressed/Least Developed Counties (DOR defined Tier III & IV Counties)	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 1.1 - Improve the quality of life through reliable infrastructure for rural residents	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
11-50-30; 48-5-30	*Objective 1.1.1 - Help communities resolve water and sewer environmental and regulatory violations.*	Specific - Action is to provide financial assistance Measurable - Resources provided Attainable - Based on available resources Relevant -Need is cited in agency statute Time-bound - Annual	Build Infrastructure Capacity	Total Grants Awarded Customers Served by Infrastructure Assistance Communities Assisted Grants Awarded for Health/Environmental/Regulatory Concerns	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a

Strategy, Objectives and Responsibility

11-50-30; 48-5-30	*Objective 1.1.2 - Address infrastructure impacted by other health and environmental concerns in communities.*	Specific - Action is to provide financial assistance Measurable - Resources provided Attainable - Based on available resources Relevant -Need is cited in agency statute Time-bound - Annual	Build Infrastructure Capacity	Total Grants Awarded Customers Served by Infrastructure Assistance Communities Assisted Grants Awarded for Health/Environmental/Regulatory Concerns	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a
11-50-30; 48-5-30	*Objective 1.1.3 - Improve aging and deteriorating infrastructure serving communities.*	Specific - Action is to provide financial assistance Measurable - Resources provided Attainable - Based on available resources Relevant -Need is cited in agency statute Time-bound - Annual	Build Infrastructure Capacity	Total Grants Awarded Customers Served by Infrastructure Assistance Communities Assisted Grants Awarded for Health/Environmental/Regulatory Concerns	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a
	Strategy 1.2 - Build the infrastructure capacity necessary to support economic opportunities in rural areas.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
11-50-30	*Objective 1.2.1 - Improve system capacity to support existing and new development.*	Specific - Action is to provide financial assistance Measurable - Resources provided Attainable - Based on available resources Relevant -Need is cited in agency statute Time-bound - Annual	Build Infrastructure Capacity	Total Grants Awarded Communities Assisted Grants Awarded to Support Econ Opportunities	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a
11-50-30	*Objective 1.2.2 - Provide infrastructure assistance to serve publically owned industrial sites*	Specific - Action is to provide financial assistance Measurable - Resources provided Attainable - Based on available resources Relevant -Need is cited in agency statute Time-bound - Annual	Build Infrastructure Capacity	Total Grants Awarded Communities Assisted Grants Awarded to Support Econ Opportunities	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a
11-50-30	*Objective 1.2.3 - Provide infrastructure support for economic opportunities in rural areas when there are insufficient resources*	Specific - Action is to provide financial assistance Measurable - Resources provided Attainable - Based on available resources Relevant -Need is cited in agency statute Time-bound - Annual	Build Infrastructure Capacity	Total Grants Awarded Communities Assisted Grants Awarded to Support Econ Opportunities	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 1.3 -Increase community sustainability for eligible areas that are most in need	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
11-50-30	*Objective 1.3.1 - Target financial assistance to distressed and least developed areas*	Specific - Action is to provide financial assistance Measurable - Resources provided Attainable - Based on available resources Relevant -Need is cited in agency statute Time-bound - Annual	Build Infrastructure Capacity	Total Grants Awarded Communities Assisted Percentage of funds awarded in distressed/least developed counties	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a

Strategy, Objectives and Responsibility

11-50-30	*Objective 1.3.2 - Offer multiple opportunities to access funds to address needs in a timely manner*	Specific - Action is to provide financial assistance Measurable - Resources provided Attainable - Based on available resources Relevant -Need is cited in agency statute Time-bound - Annual	Build Infrastructure Capacity	Total Grants Awarded Communities Assisted Grants Awarded for Health/Environmental/Regulatory Concerns Grants Awarded to Support Econ Opportunities	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a
11-50-30	**Goal 2 - Serve as an ongoing resource to communities to build infrastructure capacity**	Specific - Action is to serve as a resource Measurable - Resources provided Attainable - Ongoing need Relevant - Rural areas need help to access resources Time-bound - Ongoing	Build Infrastructure Capacity	Total Grants Awarded Resources Leveraged	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 2.1 - Use RIA funds to leverage other resources for infrastructure improvements	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
11-50-30	*Objective 2.1.1 - Coordinate policies and programs on a quarterly basis with other state and federal agencies*	Specific - Action is to serve as a resource Measurable - Resources provided Attainable - Ongoing need Relevant - Rural areas need help to access resources Time-bound - Ongoing	Build Infrastructure Capacity	Total Grants Awarded	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a
11-50-30	*Objective 2.1.2 - Leverage infrastructure investments on a dollar for dollar basis to increase impact*	Specific - Action is to serve as a resource Measurable - Resources provided Attainable - Ongoing need Relevant - Rural areas need help to access resources Time-bound - Ongoing	Build Infrastructure Capacity	Total Grants Awarded Resources Leveraged	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 2.2 - Provide clients with training and technical assistance in accessing resources and implementing projects	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
11-50-30	*Objective 2.2.1 - Hold workshops to train potential applicants and grantees annually*	Specific - Action is to serve as a resource Measurable - Resources provided Attainable - Ongoing need Relevant - Rural areas need help to access resources Time-bound - Ongoing	Build Infrastructure Capacity	Total Grants Awarded Customers Trained/Technical Assists	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201		
11-50-30	*Objective 2.2.2 - Conduct outreach and technical assistance as needed for applicants, grantees and sta* keholders	Specific - Action is to serve as a resource Measurable - Resources provided Attainable - Ongoing need Relevant - Rural areas need help to access resources Time-bound - Ongoing	Build Infrastructure Capacity	Total Grants Awarded Customers Trained/Technical Assists	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a

Strategy, Objectives and Responsibility

11-50-30; 48-5-30;11-40-40; 33 USC 1383;42 USC 300j-12	Goal 3 - On an ongoing basis, manage agency assets in an effective and efficient manner	Specific - Action is to manage assets Measurable - Resources provided Attainable - Ongoing Relevant - Consistent with agency mission Time-bound - Ongoing	Build Infrastructure Capacity	Total Grants Awarded Grants Awarded for Health/Environmental/Regulatory Concerns Grants Awarded to Support Econ Opportunities Percentage of Funds Awarded in Distressed/Least Developed Counties (DOR defined Tier III & IV Counties) Customers Trained/Technical Assists Resources Leveraged	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 3.1 - Implement the policies of the Board of Directors	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
11-50-30	*Objective 3.1.1 - Conduct annual strategic planning and make resources available to address infrastructure needs*	Specific - Action is to manage assets Measurable - Resources provided Attainable - Ongoing Relevant - Consistent with agency mission Time-bound - Ongoing	Build Infrastructure Capacity	Total Grants Awarded Grants Awarded for Health/Environmental/Regulatory Concerns Grants Awarded to Support Econ Opportunities Percentage of Funds Awarded in Distressed/Least Developed Counties (DOR defined Tier III & IV Counties) Customers Trained/Technical Assists Resources Leveraged	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a
11-50-30	*Objective 3.1.2 - Perform annual evaluation of performance*	Specific - Action is to manage assets Measurable - Resources provided Attainable - Ongoing Relevant - Consistent with agency mission Time-bound - ongoing	Build Infrastructure Capacity	Total Grants Awarded Grants Awarded for Health/Environmental/Regulatory Concerns Grants Awarded to Support Econ Opportunities Percentage of Funds Awarded in Distressed/Least Developed Counties (DOR defined Tier III & IV Counties) Customers Trained/Technical Assists Resources Leveraged	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 3.2 - Allocate and manage resources to achieve goals	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
11-50-30; 48-5-30;11-40-40; 33 USC 1383;42 USC 300j-12	*Objective 3.2.1 - Maintain qualified staff to implement agency programs*	Specific - Action is to manage assets Measurable - Resources provided Attainable - Ongoing Relevant - Consistent with agency mission Time-bound - Ongoing	Build Infrastructure Capacity	Total Grants Awarded	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a
11-50-30; 48-5-30;11-40-40; 33 USC 1383;42 USC 300j-12	*Objective 3.2.2 - Conduct monthly budget and expenditure reviews*	Specific - Action is to manage assets Measurable - Resources provided Attainable - Ongoing Relevant - Consistent with agency mission Time-bound - Ongoing	Build Infrastructure Capacity	Total Grants Awarded	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a

Strategy, Objectives and Responsibility

11-50-30; 48-5-30;11-40-40; 33 USC 1383;42 USC 300j-12	*Objective 3.2.3 - Enter into shared services contracts where appropriate*	Specific - Action is to manage assets Measurable - Resources provided Attainable - Ongoing Relevant - Consistent with agency mission Time-bound - Ongoing	Build Infrastructure Capacity	Total Grants Awarded	Bonnie Ammons	Annual	Executive Director	1201 Main Street, Suite 1740, Columbia, SC 29201	n/a	n/a

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	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Name of Agency Program	Description of Program	Legal Statute or Proviso Requiring the Program	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart) List ONLY ONE strategic objective per row.
Basic Infrastructure Grant Program	Assist qualifying communities in bringing water, sewer and storm sewer facilities into compliance with environmental quality standards, protecting the public from other environmental concerns or improving the capacity of existing infrastructure.	11-50-30 State Statute	*Objective 1.1.1 - Help communities resolve water and sewer environmental and regulatory violations.*
Basic Infrastructure Grant Program	Assist qualifying communities in bringing water, sewer and storm sewer facilities into compliance with environmental quality standards, protecting the public from other environmental concerns or improving the capacity of existing infrastructure.	11-50-30 State Statute	*Objective 1.1.2 - Address infrastructure impacted by other health and environmental concerns in communities.*
Basic Infrastructure Grant Program	Assist qualifying communities in bringing water, sewer and storm sewer facilities into compliance with environmental quality standards, protecting the public from other environmental concerns or improving the capacity of existing infrastructure.	11-50-30 State Statute	*Objective 1.1.3 - Improve aging and deteriorating infrastructure serving communities.*
Basic Infrastructure Grant Program	Assist qualifying communities in bringing water, sewer and storm sewer facilities into compliance with environmental quality standards, protecting the public from other environmental concerns or improving the capacity of existing infrastructure.	11-50-30 State Statute	*Objective 1.3.1 - Target financial assistance to distressed and least developed areas*
Basic Infrastructure Grant Program	Assist qualifying communities in bringing water, sewer and storm sewer facilities into compliance with environmental quality standards, protecting the public from other environmental concerns or improving the capacity of existing infrastructure.	11-50-30 State Statute	*Objective 1.3.2 - Offer multiple opportunities to access funds to address needs in a timely manner*
Basic Infrastructure Grant Program	Assist qualifying communities in bringing water, sewer and storm sewer facilities into compliance with environmental quality standards, protecting the public from other environmental concerns or improving the capacity of existing infrastructure.	11-50-30 State Statute	*Objective 2.1.2 - Leverage infrastructure investments on a dollar for dollar basis to increase impact*
Basic Infrastructure Grant Program	Assist qualifying communities in bringing water, sewer and storm sewer facilities into compliance with environmental quality standards, protecting the public from other environmental concerns or improving the capacity of existing infrastructure.	11-50-30 State Statute	*Objective 2.2.1 - Hold workshops to train potential applicants and grantees annually*

Associated Programs

Basic Infrastructure Grant Program	Assist qualifying communities in bringing water, sewer and storm sewer facilities into compliance with environmental quality standards, protecting the public from other environmental concerns or improving the capacity of existing infrastructure.	11-50-30 State Statute	*Objective 2.2.2 - Conduct outreach and technical assistance as needed for applicants, grantees and stakeholders*
Economic Infrastructure Grant Program	Assist qualifying communities to build local infrastructure capacity to support economic development activities that will boost job creation or retention.	11-50-30 State Statute	*Objective 1.2.1 - Improve system capacity to support existing and new development.*
Economic Infrastructure Grant Program	Assist qualifying communities to build local infrastructure capacity to support economic development activities that will boost job creation or retention.	11-50-30 State Statute	*Objective 1.2.2 - Provide infrastructure assistance to serve publically owned industrial sites*
Economic Infrastructure Grant Program	Assist qualifying communities to build local infrastructure capacity to support economic development activities that will boost job creation or retention.	11-50-30 State Statute	*Objective 1.2.3 - Provide infrastructure support for economic opportunities in rural areas when there are insufficient resources*
Economic Infrastructure Grant Program	Assist qualifying communities to build local infrastructure capacity to support economic development activities that will boost job creation or retention.	11-50-30 State Statute	*Objective 1.3.1 - Target financial assistance to distressed and least developed areas*
Economic Infrastructure Grant Program	Assist qualifying communities to build local infrastructure capacity to support economic development activities that will boost job creation or retention.	11-50-30 State Statute	*Objective 1.3.2 - Offer multiple opportunities to access funds to address needs in a timely manner*
Economic Infrastructure Grant Program	Assist qualifying communities to build local infrastructure capacity to support economic development activities that will boost job creation or retention.	11-50-30 State Statute	*Objective 2.1.2 - Leverage infrastructure investments on a dollar for dollar basis to increase impact*
Economic Infrastructure Grant Program	Assist qualifying communities to build local infrastructure capacity to support economic development activities that will boost job creation or retention.	11-50-30 State Statute	*Objective 2.2.1 - Hold workshops to train potential applicants and grantees annually*
Economic Infrastructure Grant Program	Assist qualifying communities to build local infrastructure capacity to support economic development activities that will boost job creation or retention.	11-50-30 State Statute	*Objective 2.2.2 - Conduct outreach and technical assistance as needed for applicants, grantees and stakeholders*
Drinking Water State Revolving Loan Fund Program	Fund offers low interest financing to qualifying water systems for capital improvements. Jointly administered with the SC Department of Health and Environmental Control who manages the technical program requirements and selects eligible projects. Rural Infrastructure Authority administers the financial aspects of the program.	48-5-30 State Statute; 42 USC 300j-12 Federal Statute	*Objective 3.2.1 - Maintain qualified staff to implement agency programs*
Drinking Water State Revolving Loan Fund Program	Fund offers low interest financing to qualifying water systems for capital improvements. Jointly administered with the SC Department of Health and Environmental Control who manages the technical program requirements and selects eligible projects. Rural Infrastructure Authority administers the financial aspects of the program.	48-5-30 State Statute; 42 USC 300j-12 Federal Statute	*Objective 3.2.2 - Conduct monthly budget and expenditure reviews*
Drinking Water State Revolving Loan Fund Program	Fund offers low interest financing to qualifying water systems for capital improvements. Jointly administered with the SC Department of Health and Environmental Control who manages the technical program requirements and selects eligible projects. Rural Infrastructure Authority administers the financial aspects of the program.	48-5-30 State Statute; 42 USC 300j-12 Federal Statute	*Objective 3.2.3 - Enter into shared services contracts where appropriate*
Clean Water State Revolving Loan Fund Program	Fund offers low interest financing to qualifying wastewater and storm water systems for capital improvements. Jointly administered with the SC Department of Health and Environmental Control manages the technical program requirements and selects eligible projects. Rural Infrastructure Authority administers the financial aspects of the program.	48-5-30 State Statute; 33 USC 1383 Federal Statute	*Objective 3.2.1 - Maintain qualified staff to implement agency programs*
Clean Water State Revolving Loan Fund Program	Fund offers low interest financing to qualifying wastewater and storm water systems for capital improvements. Jointly administered with the SC Department of Health and Environmental Control manages the technical program requirements and selects eligible projects. Rural Infrastructure Authority administers the financial aspects of the program.	48-5-30 State Statute; 33 USC 1383 Federal Statute	*Objective 3.2.2 - Conduct monthly budget and expenditure reviews*
Clean Water State Revolving Loan Fund Program	Fund offers low interest financing to qualifying wastewater and storm water systems for capital improvements. Jointly administered with the SC Department of Health and Environmental Control manages the technical program requirements and selects eligible projects. Rural Infrastructure Authority administers the financial aspects of the program.	48-5-30 State Statute; 33 USC 1383 Federal Statute	*Objective 3.2.3 - Enter into shared services contracts where appropriate*
SC Infrastructure Revolving Loan Fund	Fund is available to provide financial assistance to local governments to finance infrastructure facilities. Funds are used to meet the state requirements of the Drinking Water and Clean Water State Revolving Funds.	11-40-40	*Objective 3.2.1 - Maintain qualified staff to implement agency programs*

Associated Programs

SC Infrastructure Revolving Loan Fund	Fund is available to provide financial assistance to local governments to finance infrastructure facilities. Funds are used to meet the state requirements of the Drinking Water and Clean Water State Revolving Funds.	11-40-40	*Objective 3.2.2 - Conduct monthly budget and expenditure reviews*
SC Infrastructure Revolving Loan Fund	Fund is available to provide financial assistance to local governments to finance infrastructure facilities. Funds are used to meet the state requirements of the Drinking Water and Clean Water State Revolving Funds.	11-40-40	*Objective 3.2.3 - Enter into shared services contracts where appropriate*

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	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-2016

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

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	*Grant Program*	*Loan Program - Clean Water*	*Loan Program - Drinking Water*	*Loan Program - State Infrastructure Fund*
Is the source state, other or federal funding:	Totals	*Other and State Funds*	*Federal*	*Federal*	*Other Funds*
Is funding recurring or one-time?	Totals	*Recurring*	*Recurring*	*Recurring*	*Recurring/One Time*
$ From Last Year Available to Spend this Year					
Amount available at end of previous fiscal year	$455,413,415	$46,609,181	$326,370,817	$72,245,494	$10,187,923
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	$294,762,927	$11,642,488	$246,641,032	$26,291,484	$10,187,923
If the amounts in the two rows above are not the same, explain why :	Enter explanation for each fund to the right	$22,111,614 in Grants Obligation are unspent at previous fiscal year-end. $12,855,079 needed to meet future year grant programs as approved in the Board's five year plan	$77,215,236 in Loans Obligation are unspent at previous fiscal year-end	$44,798,646 in Loans Obligation are unspent at previous fiscal year-end	
$ Estimated to Receive this Year					
Amount budgeted/estimated to receive in this fiscal year:	$83,856,898	$10,605,079	$51,925,845	$20,683,160	$642,814
Total Actually Available this Year					
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	$378,619,825	$22,247,567	$298,566,877	$46,974,644	$10,830,737

Explanations from the Agency regarding Part B: *See notes 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	Grant Program	Loan Program - Clean Water	Loan Program - Drinking Water	Loan Program - State Infrastructure Fund
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 and State Funds	Federal	Federal	Other Funds

Strategic Budgeting

Restrictions on how agency is able to spend the funds from this source:	n/a	Per state statute, funds are restricted to the Rural Infrastructure Fund	Per federal statute, funds are restricted to the State Revolving Loan Program	Per federal statute, funds are restricted to the State Revolving Loan Program	Per state statute, funds are restricted to the State Infrastructure Revolving Loan Fund
Amount estimated to have available to spend this fiscal year: (the rows to the left should populate automatically from what the agency entered in Part A)	$378,619,825	$22,247,567	$298,566,877	$46,974,644	$10,830,737
Are expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a	Yes	Yes	Yes	Yes
Where Agency Budgeted to Spend Money this Year					
1.1.1 Help communities resolve water and sewer environmental and regulatory violations:	$2,333,333	2,333,333			
1.1.2 Address infrastructure impacted by other health and environmental concerns in communities.	$2,333,333	2,333,333			
1.1.3 Improve aging and deteriorating infrastructure serving communities.	$2,333,334	2,333,334			
1.2.1 Improve system capacity to support existing and new development.	$2,333,333	2,333,333			
1.2.2 Provide infrastructure assistance to serve publically owned industrial sites.	$2,333,333	2,333,333			
1.2.3 Provide infrastructure support for economic opportunities in rural areas when there are insufficient resources.	$2,333,334	2,333,334			
1.3.1 Target financial assistance to distressed and least developed areas.	$0				
1.3.2 Offer multiple opportunities to access funds to address needs in a timely manner.	$0				
2.1.1 Coordinate policies and programs on a quarterly basis with other state and federal agencies.	$0				
2.1.2 Leverage infrastructure investments on a dollar for dollar basis to increase impact.	$0				
2.2.1 Hold workshops to train potential applicants and grantees annually.	$5,000	5,000			
2.2.2 Conduct outreach and technical assistance as needed for applicants, grantees and stakeholders.	$185,000	115,000	60,000	10,000	
3.1.1 Conduct annual strategic planning and make resources available to address infrastructure needs.	$1,000	500	400	100	
3.1.2 Perform annual evaluation of performance.	$1,000	500	400	100	
3.2.1 Maintain qualified staff to implement agency programs.	$727,000	310,000	307,300	109,700	
3.2.2 Conduct monthly budget and expenditure reviews.	$1,000	500	400	100	
3.2.3 Enter into shared services contracts where appropriate.	$120,000	60,000	40,000	20,000	
Loan Programs New for FY2015-16 (Budget is for loan obligations)			67,500,000	34,000,000	
Total Budgeted to Spend on Objectives and Unrelated Purposes: (this should be the same as Amount estimated to have available to spend this fiscal year)	**$116,540,000**	14,491,500	67,908,500	34,140,000	0
		A	B	B	C

Notes

A: The RIA Board established a five year plan for asset management, meets regularly to evaluate the grant program results and make adjustments as needed.

B: The Loan Programs were transferred to the RIA on July 1, 2015. A seven year plan for fund utilization has been developed to reduce available cash balances to the revenue estimates for the upcoming year. It should be noted that these Programs are jointly administered with DHEC who handles the programmatic requirements.

C: The State Infrastructure Fund was transferred to the RIA on July 1, 2015. The RIA is evaluating this program to determine the most effective utilization of the funds available.

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Provide financial assistance annually for qualified projects to improve public infrastructure	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30; 48-5-30	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	1.1 Improve the quality of life through reliable infrastructure for rural residents	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	1.1.1 Help communities resolve water and sewer environmental and regulatory violations.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30; 48-5-30	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Basic Infrastructure 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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	
Position:	*Executive Director*	
Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*	
Department or Division:	*n/a*	
Department or Division Summary:	*n/a*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$14,491,500	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

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	1.1.1 Help communities resolve water and sewer environmental and regulatory violations.	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	
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	

How the Agency is Measuring its Performance	
Performance Measure:	Customers served by the infrastructure improvements
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	15,694

Objective Details

2014-15 Target Results:	20,000	
2014-15 Actual Results (as of 6/30/15):	29,604	
2015-16 Minimum Acceptable Results:	700	
2015-16 Target Results:	20,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Track demand for funds and cost effectiveness	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Funding availability and consideration of demand	
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	
How the Agency is Measuring its Performance		
Performance Measure:	Communities Assisted	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	42	
2014-15 Target Results:	30	
2014-15 Actual Results (as of 6/30/15):	43	
2015-16 Minimum Acceptable Results:	5	
2015-16 Target Results:	30	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits; can be geographically mapped for fund distribution statewide	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Funding availability and consideration of demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No. The grant amounts per project were increased this year based on demand from the previous year. Providing additional funding per project should result in fewer communities served but more community-wide benefits which builds long term capacity.	
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	n/a	
How the Agency is Measuring its Performance		
Performance Measure:	Grants awarded to address health/ environmental/ regulatory concerns	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$6,768,094	

Objective Details

2014-15 Target Results:	$7,000,000	
2014-15 Actual Results (as of 6/30/15):	$7,918,813	
2015-16 Minimum Acceptable Results:	$5,000,000	
2015-16 Target Results:	$7,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Track demand for funds; Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Funding availability and consideration of demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	n/a	

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	*Public health risks from the lack of safe drinking water and environmental damage from lack of infrastructure improvements.*
Level Requires Outside Help	*Currently. There are not enough funds to address all the local water and sewer infrastructure needs in the state.*
Outside Help to Request	*Other federal and state funding agencies for local infrastructure.*
Level Requires Inform General Assembly	*When all local, state and federal options for assistance have been exhausted.*
3 General Assembly Options	*1) Continue to provide funding for infrastructure; 2) Establish a task force to explore public/private partnerships; 3) Require regional infrastructure solutions, when feasible.*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

PARTNERS

Objective Details

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other
SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*
SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*
US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	
US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Provide financial assistance annually for qualified projects to improve public infrastructure	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30; 48-5-30	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	1.1 Improve the quality of life through reliable infrastructure for rural residents	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	1.1.2 Address infrastructure impacted by other health and environmental concerns in communities.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30; 48-5-30	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Basic Infrastructure 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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	
Position:	*Executive Director*	
Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*	
Department or Division:	*n/a*	
Department or Division Summary:	*n/a*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$14,491,500	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

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	1.1.2 Address infrastructure impacted by other health and environmental concerns in communities.	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	
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	

How the Agency is Measuring its Performance	
Performance Measure:	Customers served by the infrastructure improvements
Type of Measure:	Outcome

Objective Details

Results		
2013-14 Actual Results (as of 6/30/14):	15,694	
2014-15 Target Results:	20,000	
2014-15 Actual Results (as of 6/30/15):	29,604	
2015-16 Minimum Acceptable Results:	700	
2015-16 Target Results:	20,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Track demand for funds and cost effectiveness	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Funding availability and consideration of demand	
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	
How the Agency is Measuring its Performance		
Performance Measure:	Communities Assisted	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	42	
2014-15 Target Results:	30	
2014-15 Actual Results (as of 6/30/15):	43	
2015-16 Minimum Acceptable Results:	5	
2015-16 Target Results:	30	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits; can be geographically mapped for fund distribution statewide	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Funding availability and consideration of demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No. The grant amounts per project were increased this year based on demand from the previous year. Providing additional funding per project should result in fewer communities served but more community-wide benefits which builds long term capacity.	
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	n/a	
How the Agency is Measuring its Performance		
Performance Measure:	Grants awarded to address health/ environmental/ regulatory concerns	
Type of Measure:	Outcome	
Results		

Objective Details

2013-14 Actual Results (as of 6/30/14):	$6,768,094	
2014-15 Target Results:	$7,000,000	
2014-15 Actual Results (as of 6/30/15):	$7,918,813	
2015-16 Minimum Acceptable Results:	$5,000,000	
2015-16 Target Results:	$7,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Track demand for funds; Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Funding availability and consideration of demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	n/a	

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	*Public health risks from the lack of safe drinking water and environmental damage from lack of infrastructure improvements.*
Level Requires Outside Help	*Currently. There are not enough funds to address all the local water and sewer infrastructure needs in the state.*
Outside Help to Request	*Other federal and state funding agencies for local infrastructure.*
Level Requires Inform General Assembly	*When all local, state and federal options for assistance have been exhausted.*
3 General Assembly Options	*1) Continue to provide funding for infrastructure; 2) Establish a task force to explore public/private partnerships; 3) Require regional infrastructure solutions, when feasible.*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

PARTNERS

Objective Details

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other
SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*
SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*
US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	
US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Provide financial assistance annually for qualified projects to improve public infrastructure	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30; 48-5-30	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	1.1 Improve the quality of life through reliable infrastructure for rural residents	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	1.1.3 Improve aging and deteriorating infrastructure serving communities.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30; 48-5-30	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Basic Infrastructure 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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	
Position:	*Executive Director*	
Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*	
Department or Division:	*n/a*	
Department or Division Summary:	*n/a*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$14,491,500	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

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	1.1.3 Improve aging and deteriorating infrastructure serving communities.	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	
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	

How the Agency is Measuring its Performance	
Performance Measure:	Customers served by the infrastructure improvements
Type of Measure:	Outcome
Results	

Objective Details

2013-14 Actual Results (as of 6/30/14):	15,694	
2014-15 Target Results:	20,000	
2014-15 Actual Results (as of 6/30/15):	29,604	
2015-16 Minimum Acceptable Results:	700	
2015-16 Target Results:	20,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Track demand for funds and cost effectiveness	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Funding availability and consideration of demand	
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	
How the Agency is Measuring its Performance		
Performance Measure:	Communities Assisted	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	42	
2014-15 Target Results:	30	
2014-15 Actual Results (as of 6/30/15):	43	
2015-16 Minimum Acceptable Results:	5	
2015-16 Target Results:	30	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits; can be geographically mapped for fund distribution statewide	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Funding availability and consideration of demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No. The grant amounts per project were increased this year based on demand from the previous year. Providing additional funding per project should result in fewer communities served but more community-wide benefits which builds long term capacity.	
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	n/a	
How the Agency is Measuring its Performance		
Performance Measure:	Grants awarded to address health/ environmental/ regulatory concerns	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$6,768,094	

Objective Details

2014-15 Target Results:	$7,000,000
2014-15 Actual Results (as of 6/30/15):	$7,918,813
2015-16 Minimum Acceptable Results:	$5,000,000
2015-16 Target Results:	$7,000,000
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval
Why was this performance measure chosen?	Track demand for funds; Quantify benefits
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?	Bonnie Ammons, Executive Director, with Board approval
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Funding availability and consideration of demand
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	n/a

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	*Public health risks from the lack of safe drinking water and environmental damage from lack of infrastructure improvements.*
Level Requires Outside Help	*Currently. There are not enough funds to address all the local water and sewer infrastructure needs in the state.*
Outside Help to Request	*Other federal and state funding agencies for local infrastructure.*
Level Requires Inform General Assembly	*When all local, state and federal options for assistance have been exhausted.*
3 General Assembly Options	*1) Continue to provide funding for infrastructure; 2) Establish a task force to explore public/private partnerships; 3) Require regional infrastructure solutions, when feasible.*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

PARTNERS

Objective Details

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other
SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*
SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*
US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	
US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Provide financial assistance annually for qualified projects to improve public infrastructure	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	1.2 Build the infrastructure capacity necessary to support economic opportunities in rural areas.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	1.2.1 Improve system capacity to support existing and new development.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Economic Infrastructure 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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	
Position:	*Executive Director*	
Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*	
Department or Division:	*n/a*	
Department or Division Summary:	*n/a*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$14,491,500	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

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	1.2.1 Improve system capacity to support existing and new development.	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	
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	

How the Agency is Measuring its Performance	
Performance Measure:	Communities Assisted
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	42

Objective Details

2014-15 Target Results:	30	
2014-15 Actual Results (as of 6/30/15):	43	
2015-16 Minimum Acceptable Results:	5	
2015-16 Target Results:	30	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits; can be geographically mapped for fund distribution statewide	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Funding availability and consideration of demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No. The grant amounts per project were increased this year based on demand from the previous year. Providing additional funding per project should result in fewer communities served but more community-wide benefits which builds long term capacity.	
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	n/a	
How the Agency is Measuring its Performance		
Performance Measure:	Grants awarded to support economic opportunities	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$5,192,995	
2014-15 Target Results:	$5,000,000	
2014-15 Actual Results (as of 6/30/15):	$6,289,949	
2015-16 Minimum Acceptable Results:	$5,000,000	
2015-16 Target Results:	$7,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Track demand for funds; Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Funding availability and consideration of demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	n/a	

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.

Objective Details

Most Potential Negative Impact	*Rural areas will not be able to support or attract economic opportunities due to a lack of infrastructure capacity.*
Level Requires Outside Help	*Currently. There are not enough funds to address all the local water and sewer infrastructure needs in the state.*
Outside Help to Request	*Other federal and state funding agencies for local infrastructure.*
Level Requires Inform General Assembly	*When all local, state and federal options for assistance have been exhausted.*
3 General Assembly Options	*1) Continue to provide funding for infrastructure; 2) Establish a task force to explore public/private partnerships; 3) Require regional infrastructure solutions, when feasible.*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

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
SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*
SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*
US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	
US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Provide financial assistance annually for qualified projects to improve public infrastructure	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	1.2 Build the infrastructure capacity necessary to support economic opportunities in rural areas.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*1.2.2 Provide infrastructure assistance to serve publically owned industrial sites.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Economic Infrastructure 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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	
Position:	*Executive Director*	
Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*	
Department or Division:	*n/a*	
Department or Division Summary:	*n/a*	
Amount Budgeted and Spent To Accomplish Objective		

Objective Details

Total Budgeted for this fiscal year:	$14,491,500	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	1.2.2 Provide infrastructure assistance to serve publically owned industrial sites.	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	
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	
How the Agency is Measuring its Performance		

Objective Details

Performance Measure:	Communities Assisted	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	42	
2014-15 Target Results:	30	
2014-15 Actual Results (as of 6/30/15):	43	
2015-16 Minimum Acceptable Results:	5	
2015-16 Target Results:	30	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits; can be geographically mapped for fund distribution statewide	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Funding availability and consideration of demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No. The grant amounts per project were increased this year based on demand from the previous year. Providing additional funding per project should result in fewer communities served but more community-wide benefits which builds long term capacity.	
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	n/a	
How the Agency is Measuring its Performance		
Performance Measure:	Grants awarded to support economic opportunities	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$5,192,995	
2014-15 Target Results:	$5,000,000	
2014-15 Actual Results (as of 6/30/15):	$6,289,949	
2015-16 Minimum Acceptable Results:	$5,000,000	
2015-16 Target Results:	$7,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Track demand for funds; Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Funding availability and consideration of demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	n/a	

POTENTIAL NEGATIVE IMPACT

Objective Details

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

Most Potential Negative Impact	*Rural areas will not be able to support or attract economic opportunities due to a lack of infrastructure capacity.*
Level Requires Outside Help	*Currently. There are not enough funds to address all the local water and sewer infrastructure needs in the state.*
Outside Help to Request	*Other federal and state funding agencies for local infrastructure.*
Level Requires Inform General Assembly	*When all local, state and federal options for assistance have been exhausted.*
3 General Assembly Options	*1) Continue to provide funding for infrastructure; 2) Establish a task force to explore public/private partnerships; 3) Require regional infrastructure solutions, when feasible.*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

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
SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*
SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*
US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	
US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

Objective Details

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Provide financial assistance annually for qualified projects to improve public infrastructure	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	1.2 Build the infrastructure capacity necessary to support economic opportunities in rural areas.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*1.2.3 Provide infrastructure support for economic opportunities in rural areas when there are insufficient resources.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Economic Infrastructure 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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	
Position:	*Executive Director*	
Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*	
Department or Division:	*n/a*	
Department or Division Summary:	*n/a*	
Amount Budgeted and Spent To Accomplish Objective		

Objective Details

Total Budgeted for this fiscal year:	$14,491,500	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	1.2.3 Provide infrastructure support for economic opportunities in rural areas when there are insufficient resources.	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	
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	

How the Agency is Measuring its Performance	
Performance Measure:	Communities Assisted

Objective Details

Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	42	
2014-15 Target Results:	30	
2014-15 Actual Results (as of 6/30/15):	43	
2015-16 Minimum Acceptable Results:	5	
2015-16 Target Results:	30	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits; can be geographically mapped for fund distribution statewide	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Funding availability and consideration of demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No. The grant amounts per project were increased this year based on demand from the previous year. Providing additional funding per project should result in fewer communities served but more community-wide benefits which builds long term capacity.	
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	n/a	

How the Agency is Measuring its Performance

Performance Measure:	Grants awarded to support economic opportunities	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$5,192,995	
2014-15 Target Results:	$5,000,000	
2014-15 Actual Results (as of 6/30/15):	$6,289,949	
2015-16 Minimum Acceptable Results:	$5,000,000	
2015-16 Target Results:	$7,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Track demand for funds; Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Funding availability and consideration of demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	n/a	

POTENTIAL NEGATIVE IMPACT

Objective Details

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

Most Potential Negative Impact	*Rural areas will not be able to support or attract economic opportunities due to a lack of infrastructure capacity.*
Level Requires Outside Help	*Currently. There are not enough funds to address all the local water and sewer infrastructure needs in the state.*
Outside Help to Request	*Other federal and state funding agencies for local infrastructure.*
Level Requires Inform General Assembly	*When all local, state and federal options for assistance have been exhausted.*
3 General Assembly Options	*1) Continue to provide funding for infrastructure; 2) Establish a task force to explore public/private partnerships; 3) Require regional infrastructure solutions, when feasible.*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

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
SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*
SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*
US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	
US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

Objective Details

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Provide financial assistance annually for qualified projects to improve public infrastructure	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	1.3 Increase community sustainability for eligible areas that are most in need.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*1.3.1 Target financial assistance to distressed and least developed areas.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Basic Infrastructure Program; Economic Infrastructure 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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	
Position:	*Executive Director*	
Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*	
Department or Division:	*n/a*	
Department or Division Summary:	*n/a*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$14,491,500	Copy and paste this information from the Strategic Budgeting Chart

Objective Details

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	1.3.1 Target financial assistance to distressed and least developed areas.	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	
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	

How the Agency is Measuring its Performance	
Performance Measure:	Communities Assisted

Objective Details

Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	42	
2014-15 Target Results:	30	
2014-15 Actual Results (as of 6/30/15):	43	
2015-16 Minimum Acceptable Results:	5	
2015-16 Target Results:	30	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits; can be geographically mapped for fund distribution statewide	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Funding availability and consideration of demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No. The grant amounts per project were increased this year based on demand from the previous year. Providing additional funding per project should result in fewer communities served but more community-wide benefits which builds long term capacity.	
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	n/a	
How the Agency is Measuring its Performance		
Performance Measure:	Percentage of funds awarded in distressed and least developed counties (DOR defined Tier III & IV counties)	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	87%	
2014-15 Target Results:	51%	
2014-15 Actual Results (as of 6/30/15):	77%	
2015-16 Minimum Acceptable Results:	51%	
2015-16 Target Results:	51%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Track demand for funds; Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Measures effective use of resources as well as demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	n/a	

POTENTIAL NEGATIVE IMPACT

Objective Details

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

Most Potential Negative Impact	*Those rural communities that are unable to properly operate or maintain their water and sewer systems due to a lack of resources may have public health and environmental issues as well as inability to support new or expanded economic opportunities.*
Level Requires Outside Help	*Currently. There are not enough funds to address all the local water and sewer infrastructure needs in the state.*
Outside Help to Request	*Other federal and state funding agencies for local infrastructure.*
Level Requires Inform General Assembly	*When all local, state and federal options for assistance have been exhausted.*
3 General Assembly Options	*1) Continue to provide funding for infrastructure; 2) Establish a task force to explore public/private partnerships; 3) Require regional infrastructure solutions, when feasible.*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

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
SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*
SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*
US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	

Objective Details

US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Provide financial assistance annually for qualified projects to improve public infrastructure	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	1.3 Increase community sustainability for eligible areas that are most in need.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	1.3.2 Offer multiple opportunities to access funds to address needs in a timely manner.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Basic Infrastructure Program; Economic Infrastructure 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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	
Position:	*Executive Director*	
Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*	
Department or Division:	*n/a*	
Department or Division Summary:	*n/a*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$14,491,500	Copy and paste this information from the Strategic Budgeting Chart

Objective Details

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	1.3.2 Offer multiple opportunities to access funds to address needs in a timely manner.	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	yes	

How the Agency is Measuring its Performance	
Performance Measure:	Communities Assisted
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	42
2014-15 Target Results:	30

Objective Details

2014-15 Actual Results (as of 6/30/15):	43	
2015-16 Minimum Acceptable Results:	5	
2015-16 Target Results:	30	
Details		Insert any further explanation, if needed
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits; can be geographically mapped for fund distribution	
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?	Bonnie Ammons, Executive Director, with Board approval	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Funding availability and consideration of demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No. The grant amounts per project were increased this year based on	
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	
How the Agency is Measuring its Performance		
Performance Measure:	Grants awarded to address health/ environmental/ regulatory concerns	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$6,768,094	
2014-15 Target Results:	$7,000,000	
2014-15 Actual Results (as of 6/30/15):	$7,918,813	
2015-16 Minimum Acceptable Results:	$5,000,000	
2015-16 Target Results:	$7,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Track demand for funds; Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Funding availability and consideration of demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	n/a	
How the Agency is Measuring its Performance		
Performance Measure:	Grants awarded to support economic opportunities	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$5,192,995	
2014-15 Target Results:	$5,000,000	
2014-15 Actual Results (as of 6/30/15):	$6,289,949	
2015-16 Minimum Acceptable Results:	$5,000,000	
2015-16 Target Results:	$7,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Track demand for funds; Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Funding availability and consideration of demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	n/a	

Objective Details

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Those rural communities that are unable to properly operate or maintain their water and sewer systems due to a lack of resources may have public health and environmental issues as well as inability to support new or expanded economic opportunities.*
Level Requires Outside Help	*Currently. There are not enough funds to address all the local water and sewer infrastructure needs in the state.*
Outside Help to Request	*Other federal and state funding agencies for local infrastructure.*
Level Requires Inform General Assembly	*When all local, state and federal options for assistance have been exhausted.*
3 General Assembly Options	*1) Continue to provide funding for infrastructure; 2) Establish a task force to explore public/private partnerships; 3) Require regional infrastructure solutions, when feasible.*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

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
SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*

Objective Details

SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*
US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	
US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 2 - Serve as an ongoing resource to communities to build infrastructure capacity	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	2.1 Use RIA funds to leverage other resources for infrastructure improvements.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*2.1.1 Coordinate policies and programs on a quarterly basis with other state and federal agencies.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Basic Infrastructure Program; Economic Infrastructure 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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	
Position:	*Executive Director*	
Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*	
Department or Division:	*n/a*	
Department or Division Summary:	*n/a*	

Objective Details

Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$14,491,500	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	2.1.1 Coordinate policies and programs on a quarterly basis with other state and federal agencies.	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	
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	

Objective Details

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Those rural communities that are unable to properly operate or maintain their water and sewer systems due to a lack of resources may have public health and environmental issues as well as inability to support new or expanded economic opportunities.*
Level Requires Outside Help	*Currently. There are not enough funds to address all the local water and sewer infrastructure needs in the state.*
Outside Help to Request	*Other federal and state funding agencies for local infrastructure.*
Level Requires Inform General Assembly	*When all local, state and federal options for assistance have been exhausted.*
3 General Assembly Options	*1) Continue to provide funding for infrastructure; 2) Establish a task force to explore public/private partnerships; 3) Require regional infrastructure solutions, when feasible.*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

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
SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*
SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*
US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	

Objective Details

US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 2 - Serve as an ongoing resource to communities to build infrastructure capacity	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	2.1 Use RIA funds to leverage other resources for infrastructure improvements.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*2.1.2 Leverage infrastructure investments on a dollar for dollar basis to increase impact.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Basic Infrastructure Program; Economic Infrastructure 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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	
Position:	*Executive Director*	
Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*	
Department or Division:	*n/a*	
Department or Division Summary:	*n/a*	

Objective Details

Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$14,491,500	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	2.1.2 Leverage infrastructure investments on a dollar for dollar basis to increase impact.	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	
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	

Objective Details

How the Agency is Measuring its Performance	
Performance Measure:	Resources leveraged
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	$5.50 to $1
2014-15 Target Results:	$1 to $1
2014-15 Actual Results (as of 6/30/15):	$2.73 to $1
2015-16 Minimum Acceptable Results:	$1 to $1
2015-16 Target Results:	$2 to $1
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval
Why was this performance measure chosen?	Measure effective use of resources and return on investment
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?	Bonnie Ammons, Executive Director, with Board approval
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Funding availability and effectiveness measure
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	n/a

Insert any further explanation, if needed

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	*Those rural communities that are unable to properly operate or maintain their water and sewer systems due to a lack of resources may have public health and environmental issues as well as inability to support new or expanded economic opportunities.*
Level Requires Outside Help	*Currently. There are not enough funds to address all the local water and sewer infrastructure needs in the state.*
Outside Help to Request	*Other federal and state funding agencies for local infrastructure.*
Level Requires Inform General Assembly	*When all local, state and federal options for assistance have been exhausted.*
3 General Assembly Options	*1) Continue to provide funding for infrastructure; 2) Establish a task force to explore public/private partnerships; 3) Require regional infrastructure solutions, when feasible.*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

Objective Details

[redacted]

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
SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*
SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*
US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	
US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

[redacted]

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 2 - Serve as an ongoing resource to communities to build infrastructure capacity	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	2.2 Provide clients with training and technical assistance in accessing resources and implementing projects.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*2.2.1 Hold workshops to train potential applicants and grantees annually.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Basic Infrastructure Program; Economic Infrastructure 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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	
Position:	*Executive Director*	
Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*	
Department or Division:	*n/a*	

Objective Details

Department or Division Summary:	*n/a*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$14,491,500	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	2.2.1 Hold workshops to train potential applicants and grantees annually	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	yes	

Objective Details

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	
How the Agency is Measuring its Performance		
Performance Measure:	Customers trained/ technical assists	
Type of Measure:	Efficiency	
Results		
2013-14 Actual Results (as of 6/30/14):	550	
2014-15 Target Results:	150	
2014-15 Actual Results (as of 6/30/15):	220	
2015-16 Minimum Acceptable Results:	25	
2015-16 Target Results:	100	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantifies technical assistance provided to customers.	
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?	Bonnie Ammons, Executive Director, with Board approval	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Based on demand, level of resources for the activity can be established	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	n/a	

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	*Those rural communities that are unable to properly operate or maintain their water and sewer systems due to a lack of resources may have public health and environmental issues as well as inability to support new or expanded economic opportunities.*
Level Requires Outside Help	*Currently. There are not enough funds to address all the local water and sewer infrastructure needs in the state.*
Outside Help to Request	*Other federal and state funding agencies for local infrastructure.*
Level Requires Inform General Assembly	*When all local, state and federal options for assistance have been exhausted.*
3 General Assembly Options	*1) Continue to provide funding for infrastructure; 2) Establish a task force to explore public/private partnerships; 3) Require regional infrastructure solutions, when feasible.*

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.

Objective Details

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

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
SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*
SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*
US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	
US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 2 - Serve as an ongoing resource to communities to build infrastructure capacity	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	2.2 Provide clients with training and technical assistance in accessing resources and implementing projects.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*2.2.2 Conduct outreach and technical assistance as needed for applicants, grantees and stakeholders.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Basic Infrastructure Program; Economic Infrastructure 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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	
Position:	*Executive Director*	
Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*	
Department or Division:	*n/a*	
Department or Division Summary:	*n/a*	

Objective Details

Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$14,491,500	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	2.2.2 Conduct outreach and technical assistance as needed for applicants, grantees and stakeholders.	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	
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	

Objective Details

How the Agency is Measuring its Performance		
Performance Measure:	Customers trained/ technical assists	
Type of Measure:	Efficiency	
Results		
2013-14 Actual Results (as of 6/30/14):	550	
2014-15 Target Results:	150	
2014-15 Actual Results (as of 6/30/15):	220	
2015-16 Minimum Acceptable Results:	25	
2015-16 Target Results:	100	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantifies technical assistance provided to customers.	
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?	Bonnie Ammons, Executive Director, with Board approval	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Based on demand, level of resources for the activity can be established	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	n/a	

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	*Those rural communities that are unable to properly operate or maintain their water and sewer systems due to a lack of resources may have public health and environmental issues as well as inability to support new or expanded economic opportunities.*
Level Requires Outside Help	*Currently. There are not enough funds to address all the local water and sewer infrastructure needs in the state.*
Outside Help to Request	*Other federal and state funding agencies for local infrastructure.*
Level Requires Inform General Assembly	*When all local, state and federal options for assistance have been exhausted.*
3 General Assembly Options	*1) Continue to provide funding for infrastructure; 2) Establish a task force to explore public/private partnerships; 3) Require regional infrastructure solutions, when feasible.*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

Objective Details

[redacted]

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
SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*
SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*
US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	
US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

[redacted]

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 3 - On an ongoing basis, manage agency assets in an effective and efficient manner	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	3.1 Implement the policies of the Board of Directors.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*3.1.1 Conduct annual strategic planning and make resources available to address infrastructure needs.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Basic Infrastructure Program; Economic Infrastructure 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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	

Objective Details

Position:	*Executive Director*
Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*
Department or Division:	*n/a*
Department or Division Summary:	*n/a*

Amount Budgeted and Spent To Accomplish Objective

Total Budgeted for this fiscal year:	$116,540,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	*3.1.1 Conduct annual strategic planning and make resources available to address infrastructure needs.*	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	

Objective Details

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	
How the Agency is Measuring its Performance		
Performance Measure:	Grants awarded to address health/ environmental/ regulatory concerns	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$6,768,094	
2014-15 Target Results:	$7,000,000	
2014-15 Actual Results (as of 6/30/15):	$7,918,813	
2015-16 Minimum Acceptable Results:	$5,000,000	
2015-16 Target Results:	$7,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	Insert any further explanation, if needed
Why was this performance measure chosen?	Track demand for funds; Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Funding availability and consideration of demand	
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	n/a	
How the Agency is Measuring its Performance		
Performance Measure:	Grants awarded to support economic opportunities	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$5,192,995	
2014-15 Target Results:	$5,000,000	
2014-15 Actual Results (as of 6/30/15):	$6,289,949	
2015-16 Minimum Acceptable Results:	$5,000,000	
2015-16 Target Results:	$7,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Track demand for funds; Quantify benefits	Insert any further explanation, if needed
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?	Bonnie Ammons, Executive Director, with Board approval	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Funding availability and consideration of demand	
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	n/a	
How the Agency is Measuring its Performance		

Objective Details

Performance Measure:	Percentage of funds awarded in distressed and least developed counties (DOR defined Tier III & IV counties)	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	87%	
2014-15 Target Results:	51%	
2014-15 Actual Results (as of 6/30/15):	77%	
2015-16 Minimum Acceptable Results:	51%	
2015-16 Target Results:	51%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Track demand for funds; Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Measures effective use of resources as well as demand	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	n/a	
How the Agency is Measuring its Performance		
Performance Measure:	Customers trained/ technical assists	
Type of Measure:	Efficiency	
Results		
2013-14 Actual Results (as of 6/30/14):	550	
2014-15 Target Results:	150	
2014-15 Actual Results (as of 6/30/15):	220	
2015-16 Minimum Acceptable Results:	25	
2015-16 Target Results:	100	
Details		Insert any further explanation, if needed
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantifies technical assistance provided to customers.	
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?	Bonnie Ammons, Executive Director, with Board approval	
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	
How the Agency is Measuring its Performance		
Performance Measure:	Resources leveraged	
Type of Measure:	Outcome	
Results		

Objective Details

2013-14 Actual Results (as of 6/30/14):	$5.50 to $1
2014-15 Target Results:	$1 to $1
2014-15 Actual Results (as of 6/30/15):	$2.73 to $1
2015-16 Minimum Acceptable Results:	$1 to $1
2015-16 Target Results:	$2 to $1
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval
Why was this performance measure chosen?	Measure effective use of resources and return on investment
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?	Bonnie Ammons, Executive Director, with Board approval
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?	Funding availability and effectiveness measure
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Based on demand, level of resources for the activity can be established
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	*Misappropriation of resources.*
Level Requires Outside Help	*If the misappropriation reached a critical level.*
Outside Help to Request	*SLED; Inspector General*
Level Requires Inform General Assembly	*Budget deficits during the fiscal year.*
3 General Assembly Options	*1) Continue to provide funding; 2) Counsel agency on potential budget cuts; 3) Allow borrowing to cover obligations.*

Objective Details

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

PARTNERS

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.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*
SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*
US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	
US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 3 - On an ongoing basis, manage agency assets in an effective and efficient manner	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	3.1 Implement the policies of the Board of Directors.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*3.1.2 Perform annual evaluation of performance.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Basic Infrastructure Program; Economic Infrastructure 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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	
Position:	*Executive Director*	
Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*	
Department or Division:	*n/a*	

Objective Details

Department or Division Summary:	*n/a*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$116,540,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	3.1.2 Perform annual evaluation of performance.	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	
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	

Objective Details

How the Agency is Measuring its Performance	
Performance Measure:	Grants awarded to address health/ environmental/ regulatory concerns
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	$6,768,094
2014-15 Target Results:	$7,000,000
2014-15 Actual Results (as of 6/30/15):	$7,918,813
2015-16 Minimum Acceptable Results:	$5,000,000
2015-16 Target Results:	$7,000,000
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval
Why was this performance measure chosen?	Track demand for funds; Quantify benefits
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?	Bonnie Ammons, Executive Director, with Board approval
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?	Funding availability and consideration of demand
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

How the Agency is Measuring its Performance	
Performance Measure:	Grants awarded to support economic opportunities
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	$5,192,995
2014-15 Target Results:	$5,000,000
2014-15 Actual Results (as of 6/30/15):	$6,289,949
2015-16 Minimum Acceptable Results:	$5,000,000
2015-16 Target Results:	$7,000,000
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval
Why was this performance measure chosen?	Track demand for funds; Quantify benefits

Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a
What are the names and titles of the individuals who chose the target value for 2015-16?	Bonnie Ammons, Executive Director, with Board approval
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?	Funding availability and consideration of demand
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
How the Agency is Measuring its Performance	
Performance Measure:	Percentage of funds awarded in distressed and least developed counties (DOR defined Tier III & IV counties)
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	87%
2014-15 Target Results:	51%
2014-15 Actual Results (as of 6/30/15):	77%
2015-16 Minimum Acceptable Results:	51%
2015-16 Target Results:	51%
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval
Why was this performance measure chosen?	Track demand for funds; Quantify benefits
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?	Bonnie Ammons, Executive Director, with Board approval
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?	Measures effective use of resources as well as demand
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
How the Agency is Measuring its Performance	
Performance Measure:	Customers trained/ technical assists
Type of Measure:	Efficiency
Results	
2013-14 Actual Results (as of 6/30/14):	550
2014-15 Target Results:	150

Objective Details

2014-15 Actual Results (as of 6/30/15):	220
2015-16 Minimum Acceptable Results:	25
2015-16 Target Results:	100
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval
Why was this performance measure chosen?	Quantifies technical assistance provided to customers.
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?	Bonnie Ammons, Executive Director, with Board approval
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Based on demand, level of resources for the activity can be established
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	n/a
How the Agency is Measuring its Performance	
Performance Measure:	Resources leveraged
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	$5.50 to $1
2014-15 Target Results:	$1 to $1
2014-15 Actual Results (as of 6/30/15):	$2.73 to $1
2015-16 Minimum Acceptable Results:	$1 to $1
2015-16 Target Results:	$2 to $1
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval
Why was this performance measure chosen?	Measure effective use of resources and return on investment
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?	Bonnie Ammons, Executive Director, with Board approval
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?	Funding availability and effectiveness measure
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Based on demand, level of resources for the activity can be established
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes

Objective Details

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	*Misappropriation of resources.*
Level Requires Outside Help	*If the misappropriation reached a critical level.*
Outside Help to Request	*SLED; Inspector General*
Level Requires Inform General Assembly	*Budget deficits during the fiscal year.*
3 General Assembly Options	*1) Continue to provide funding; 2) Counsel agency on potential budget cuts; 3) Allow borrowing to cover obligations.*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

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

Objective Details

SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*
SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*
US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	
US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 3 - On an ongoing basis, manage agency assets in an effective and efficient manner	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30; 48-5-30;11-40-40; 33 USC 1383;42 USC 300j-12	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	3.2 Allocate and manage resources to achieve goals.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*3.2.1 Maintain qualified staff to implement agency programs.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30; 48-5-30;11-40-40; 33 USC 1383;42 USC 300j-12	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Basic Infrastructure Program; Economic Infrastructure Program; Drinking Water State Revolving Loan Program; Clean Water State Revolving Loan Program; SC Infrastructure Revolving Loan Fund*	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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	
Position:	*Executive Director*	
Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*	

Objective Details

Department or Division:	*n/a*	
Department or Division Summary:	*n/a*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$116,540,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	3.2.1 Maintain qualified staff to implement agency programs.	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	yes	

Objective Details

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	*Misappropriation of resources.*
Level Requires Outside Help	*If the misappropriation reached a critical level.*
Outside Help to Request	*SLED; Inspector General*
Level Requires Inform General Assembly	*Budget deficits during the fiscal year.*
3 General Assembly Options	*1) Continue to provide funding; 2) Counsel agency on potential budget cuts; 3) Allow borrowing to cover obligations.*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

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
SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*

Objective Details

SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*
US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	
US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 3 - On an ongoing basis, manage agency assets in an effective and efficient manner	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30; 48-5-30;11-40-40; 33 USC 1383;42 USC 300j-12	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	3.2 Allocate and manage resources to achieve goals.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*3.2.2 Conduct monthly budget and expenditure reviews.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30; 48-5-30;11-40-40; 33 USC 1383;42 USC 300j-12	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Basic Infrastructure Program; Economic Infrastructure Program; Drinking Water State Revolving Loan Program; Clean Water State Revolving Loan Program; SC Infrastructure Revolving Loan Fund*	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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	
Position:	*Executive Director*	
Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*	
Department or Division:	*n/a*	
Department or Division Summary:	*n/a*	

Objective Details

Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$116,540,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	3.2.2 Conduct monthly budget and expenditure reviews.	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	
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	

Objective Details

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Misappropriation of resources.*
Level Requires Outside Help	*If the misappropriation reached a critical level.*
Outside Help to Request	*SLED; Inspector General*
Level Requires Inform General Assembly	*Budget deficits during the fiscal year.*
3 General Assembly Options	*1) Continue to provide funding; 2) Counsel agency on potential budget cuts; 3) Allow borrowing to cover obligations.*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

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,

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other
SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*
SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*
US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	

Objective Details

US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

Objective Details

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

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to <u>complete for each Objective</u> 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 - On an ongoing basis, manage agency assets in an effective and efficient manner	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	11-50-30; 48-5-30;11-40-40; 33 USC 1383;42 USC 300j-12	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	3.2 Allocate and manage resources to achieve goals.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*3.2.3 Enter into shared services contracts where appropriate.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	11-50-30; 48-5-30;11-40-40; 33 USC 1383;42 USC 300j-12	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Build Infrastructure capacity	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Basic Infrastructure Program; Economic Infrastructure Program; Drinking Water State Revolving Loan Program; Clean Water State Revolving Loan Program; SC Infrastructure Revolving Loan Fund*	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:	*Bonnie Ammons*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Annual	
Position:	*Executive Director*	

Objective Details

Office Address:	*1201 Main Street, Suite 1740, Columbia, SC 29201*	
Department or Division:	*n/a*	
Department or Division Summary:	*n/a*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$116,540,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	3.2.3 Enter into shared services contracts where appropriate.	
Performance Measure:	Total Grants Awarded	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$11,961,089	
2014-15 Target Results:	$12,000,000	
2014-15 Actual Results (as of 6/30/15):	$14,208,762	
2015-16 Minimum Acceptable Results:	$14,000,000	
2015-16 Target Results:	$14,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Bonnie Ammons, Executive Director, with Board approval	
Why was this performance measure chosen?	Quantify benefits	
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?	Bonnie Ammons, Executive Director, with Board approval	
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?	Previous year's results with slightly less funds available; results appeared attainable	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	yes	

Objective Details

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	*Misappropriation of resources.*
Level Requires Outside Help	*If the misappropriation reached a critical level.*
Outside Help to Request	*SLED; Inspector General*
Level Requires Inform General Assembly	*Budget deficits during the fiscal year.*
3 General Assembly Options	*1) Continue to provide funding; 2) Counsel agency on potential budget cuts; 3) Allow borrowing to cover obligations.*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit	*State requirement*	*State Auditor - External*	*12/6/15 - in process*

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
SC Department of Commerce	Coordinates programs, policies and projects; shared services contract for certain administrative functions	*State/Local Government Entity*
SC Department of Health and Environmental Control	Coordinates programs, policies and projects	*State/Local Government Entity*

Objective Details

US Department of Agriculture, Rural Development	Coordinates programs, policies and projects	
US Department of Commerce, Economic Development Administration	Coordinates programs, policies and projects	

Reporting Requirements

Agency Responding	SC Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

	Agency Responding							
	Report #	1	2	3	4	5	6	7
	Report Name:	Restructuring Report	Accountability Report	Annual Report	Fines and Fee Report	Bank Account Transparency	Outstanding Debt Report	Restructuring Report and Cost Savings Plan - Senate
	Why Report is Required							
	Legislative entity requesting the agency complete the report:	House Legislative Oversight Committee	Executive Budget Office	The General Assembly	Senate Finance and House Ways and Means Committees	Senate Finance and House Ways and Means Committees and the Inspector General	Senate Finance and House Ways and Means Committees and the Inspector General	Office of Senate Oversight
	Law which requires the report:	1-30-10(G)(1)	§1-1-810 and Proviso 117.29 of the FY 2015-16 Appropriation Act	11-50-160	Proviso 117.75 of the FY 2015-16 Appropriation Act	Proviso 117.84 of the FY 2015-16 Appropriation Act	Proviso 117.34 of the FY 2015-16 Appropriation Act	1-30-10(G)
	Agency's understanding of the intent of the report:	Pursuant to Section 1-30-10(G) state agencies must submit restructuring reports to the Governor and General Assembly. Last year, the state agencies were required to submit a restructuring report and a seven year plan. This year, and for the next 6 years, agencies will only submit a restructuring report.	The report "must contain the agency's or department's mission, objectives to accomplish the mission, and performance measures that show the degree to which objectives are being met." Agencies must "identify key program area descriptions and expenditures and link these to key financial and performance results measures."	The report highlights the activities and accomplishments of the agency during the last fiscal year.	Information	Information	Information	Implement cost savings and increased efficiencies.
	Year agency was first required to complete the report:	2015	Unknown	2013	Unknown	2010	Unknown	2015
	Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	Annually	Annually	Annually	Annually	Unknown
	Information on Most Recently Submitted Report							
Information in all these rows should be for when the agency completed the report most recently	Date Report was last submitted:	1/12/2016	9/15/2015	10/1/2015	No activity to report	No activity to report	No activity to report	1/12/2015
	Timing of the Report							
	Month Report Template is Received by Agency:	November	July	N/A	N/A	September	January	November
	Month Agency is Required to Submit the Report:	January	September	N/A	September	October	February	January
	Where Report is Available & Positive Results							
	To whom the agency provides the completed report:	House Legislative Oversight Committee	Executive Budget Office	General Assembly	N/A	N/A	N/A	Office of Senate Oversight
	Website on which the report is available:	SC Legislature	Executive Budget Office, SC Legislature and Agency	Agency	N/A	N/A	N/A	Unknown
	If it is not online, how can someone obtain a copy of it:	N/A	N/A	N/A	N/A	N/A	N/A	Email agency for a copy of a report
	Positive results agency has seen from completing the report:	TBD	Accountability	Accountability	N/A	N/A	N/A	TBD

Restructuring Recommendations and Feedback

Agency Responding	Rural Infrastructure Authority
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

RESTRUCTURING RECOMMENDATIONS

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

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

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

Does the agency recommendation require legislative action?	Recommendation for restructuring

FEEDBACK (Optional)

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

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

Does the agency believe this year's Restructuring Report was less burdensome than last year's?	Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency.	Please add any other feedback the agency would like to provide (add as many additional rows as necessary)
No	1 - Consolidate all similar reports into one consistent format	
Why or why not? Changed the format and it was not consistent with the Accountability Report	2 - Provide more time for completion	
	3 - Eliminate repetitive information	

Agencies are not required to do anything in this worksheet. This worksheet is part of the document so the proper drop down menues 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