2016 Annual Restructuring Report Extension Request Guidelines

PLEASE NOTE:

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

Agency Name: **Arts Commission**

Date Request Submitted: **January 8, 2016**

Background

Committee Standard Practices 4.2.2 - 4.2.4

Extensions for Annual Restructuring Reports

4.2.2 The Chairman may, for reasons he determines as good cause, provide an agency an extension and new deadline to submit its Annual Restructuring Report ("New Deadline"). The Chairman will not provide more than two extensions without unanimous consent from the full committee.

4.2.3 Before the Chairman will consider a request from an agency for an extension, the agency must fully complete a Committee Extension Request form, as approved by the Committee Chairman, and provide it to the Chairman for consideration.

4.2.4 Until the agency receives a response, it should continue to complete the report to the best of its ability as if it is due on the original deadline.

Submission Process

Note this Extension Request Form will be published online.

Agency	Arts Commission
Date of Submission	42377

I.   Extension Request

1	State the date the agency orginially received the report guidelines:	24-Nov-15
2	State the date the agency submitted this request for an extension:	8-Jan-16
3	State the orginial deadline for the report:	January 12, 2016, first day of session as provided by statute
4	State the number of additional days the agency is requesting:	8
5	State the new deadline if the additional days are granted:	22-Jan-16

II.   History of Extensions

1	List the years in which the agency previously requested an extension, putting the years the extension was gratned in bold:	n/a

III.   Good Cause

Submission Process

	1	Please state good cause as to why the Committee should grant the extension requested by the agency. Please limit the response to 1,000 words or less.	*Arts Commission staff originally misinterpreted some instructions and was having difficulty providing the intended information. After consulting with legislative staff, they agreed on a more streamlined set of information, but which requires some sections of the report to be re-written.*

IV.   Verfication

	1	Please state the name of the agency head, or person designated and authorized by the agency head to do so, that has approved and reviewed the information provided in this Extension Request form.	*Russell Sox, Senior Manager*
	2	Does the agency head, or designated person by the agency head, affirm that the information contained in this form from the agency is complete and accurate to the extent of his or her knowledge.	*Yes*

V.   Committee Response   **Leave this section blank.**

	1	Date extension was granted:	8-Jan-16
	2	Number of additional days granted:	8
	3	New deadline for agency response:	22-Jan-16

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:	**Arts Commission**
Date Report Submitted:	**January 21, 2016**
Agency Head	
First Name	Ken
Last Name:	May
Email Address:	kmay@arts.sc.gov
Phone Number:	803-734-8696

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	Arts Commission
Date of Submission	42390

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	2-66-10	State	Creates the Jean Laney Harris Folk Heritage Award, establishes criteria, establishes an awards advisory committee, and authorizes the S.C. Arts Commission to expend up to $2000 in state funds annually to support the award and raise other funds to support the program as necessary.	Statute
2	60-15-10	State	Declares the policy of the state to insure that the arts will grow and play a significant part in the welfare and educational experience of our citizens, and that that all activities undertaken by the State in carrying out this policy shall be directed toward encouraging and assisting rather than limiting the freedom of artistic expression.	Statute
3	60-15-20	State	Creates the South Carolina Arts Commission, describes appointments and qualifications of its members.	Statute

Legal Standards

4	60-15-30	State	Establishes terms and term limits of commission members, authorizes commission to hire executive director, and addresses commission vacancies.	Statute
5	60-15-40	State	Addresses compensation for executive director and commission members.	Statute
6	60-15-50	State	Authorizes commission to hire or remove employees as needed.	Statute
7	60-15-60	State	Describes the duties of the commission: 1) encourage the study and presentation of, and the public's interest and participation in, the fine and performing arts; 2) study public and private institutions engaged within the State in artistic and cultural activities, including but not limited to music, theater, dance, painting, sculpture, architecture and allied arts and crafts, and make recommendations concerning appropriate methods to encourage participation in and appreciation of the arts; 3) take steps to encourage public interest in the cultural heritage of the state and expand the state's cultural resources; and 4) do such other things as may be necessary to carry out the provisions of this chapter.	Statute
8	60-15-70	State	Grants powers to the commission: to hold public or private hearings; enter into contracts; accept gifts, conributions and bequests; to purchase and own property; and to enter into agreements as necessary to accomplish the agency's purpose.	Statute
9	60-15-75	State	Directs the agency to develop a program for designating statewide cultural districts; defines the purpose and characteristics of cultural districts; establishes the South Carolina Arts Commission as the designating authority for official cultural districts; instructs the agency to provide leadership and assistance in the development of cultural districts; and instructs the agency to pursue partnerships with other agencies to maximize the benefits of the program.	Statute
10	60-15-80	State	Directs the agency to make annual reports to the Governor and General Assembly.	Statute
11	60-15-90	State	Establishes the South Carolina Arts Commission as the official agency to receive and disburse Federal funds to programs related to the arts.	Statute

Legal Standards

12	11-35-710 (10)	State	Exempts the South Carolina Arts Commission from purchasing one-of-a-kind artworks through the Consolidated Procurement Code; and establishes the Arts Commission to review requests by other agencies to purchase similar items.	Statute
13	59-29-220	State	Instructs the S.C. Department of Education, in conjunction with the S.C. Arts Commission, to develop arts education curricula in the visual arts, music, dance, and drama.	Statute
14	59-29-220 (3)	State	Establishes the South Carolina Arts Commission as the approving agency for professional artists to assist arts teachers and specialists in planning and implementing arts education curricula.	Statute
15	6-4-35 (3)(g)	State	Establishes one member of the Tourism Expenditure Review Committee on the recommendation of the South Carolina Arts Commission.	Statute
16	FY 2016 Budget Proviso 28.1	State	Sets conditions for South Carolina Arts Commission employing professional artists as independent contractors or unclassified employees.	Proviso
17	FY 2016 Budget Proviso 28.2	State	Allows South Carolina Arts Commission to hold unexpended income from sponsored events, gifts, contributions or bequests in a special revolving account to be used for supporting the programs designated by the benefactor.	Proviso
18	FY 2016 Budget Proviso 28.3	State	Allows South Carolina Arts Commission to apply a 15% indirect cost rate for any federal grants for which it competes.	Proviso
17	FY 2016 Budget Proviso 28.4	State	Directs the South Carolina Arts Commission to expend no less than 70% of state appropriation on strategic grant making.	Proviso
18	FY 2016 Budget Proviso 28.5	State	Allocates funds appropriated for Distribution of Funds to subdivisions in the same manner as distributed in the prior fiscal year, subject to requests and availibility of funds.	Proviso

Mission, Vision and Goals

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

Agency Responding	Arts Commission
Date of Submission	42390
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	With a commitment to excellence across the spectrum of our state's cultures and forms of expression, the South Carolina Arts Commission pursues its public charge to develop a thriving arts environment, which is essential to quality of life, education, and economic vitality for all South Carolinians.
Legal Basis for agency's mission	S.C. Code of Laws 60-15-10
Vision	All South Carolinians have the opportunity to enjoy the benefits of the arts in their lives and communities, regardless of their location or circumstances.
Legal Basis for agency's vision	S.C. Code of Laws 60-15-10

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

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	Specific Measurable Attainable Relevant Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome			

Mission, Vision and Goals

S.C. Code 60-15-10 thru 60-15-90, 64-35 (3)(g), 2-66-10	Goal 1 - South Carolina's communities, citizens and visitors have diverse opportunities for relevant and rewarding arts experiences across the state.	Specific - goal is specific to supporting arts in communities statewide Measurable - the agency tracks populations and geographic areas served Attainable - the goal sets realistic expectations Relevant - the arts are key components of healthy and successful communities Time-bound - the goal is articulated in the state's 10-year Long Range Plan for the Arts and will be revisited in 2020	Communities in all parts of the state utilize the arts to enhance quality of life, economic development and community engagement for the benefit of residents and visitors, including diverse and underserved populations	Ken May	72	Exec. Director
S.C. Code 60-15-10 thru 60-15-90, 11-35-710 (10), 59-29-220 (3), budget proviso 28.4	Goal 2 - South Carolina artists are able to produce excellent art and build sustainable careers in our state.	Specific - goal is specific to supporting artists, their creative practice and careers Measurable - the agency tracks artists served Attainable - the goal sets realistic expectations Relevant - job creation, income stability and wage growth are relevant to South Carolina's overall economy Time-bound - the goal is articulated in the state's 10-year Long Range Plan for the Arts and will be revisited in 2020	The state's professional artists are able to build successful, sustainable careers and non-professional artists have opportunities for creative expression and satisfying artistic practice	Ken May	72	Exec. Director
S.C. Code 60-15-10 thru 60-15-90, 59-29-220, 59-29-220 (3), budget proviso 28.4	Goal 3 - Students receive a comprehensive education in the arts that develops their creativity, problem solving and collaborative skills, and prepares them for a lifetime of engagement with the arts and productive citizenship.	Specific - goal is specific to supporting quality education Measurable - the agency tracks schools and children served Attainable - the goal sets realistic expectations Relevant - quality education is a priority in South Carolina Time-bound - the goal is articulated in the state's 10-year Long Range Plan for the Arts and will be revisited in 2020	A well-rounded education in South Carolina includes arts education, and the arts support and advance learning in all subject areas	Ken May	72	Exec. Director
S.C. Code 60-15-10 thru 90, Provisos 28.1, 28.2, 28-3, 28.5	Goal 4 - Arts Commission programs, systems and staffing are aligned to address the agency's goals	Specific - goal is specific to agency operations, structure, governance and planning Measurable - strategic plans include measures for accountability and financial responsibility Attainable - the goal sets realistic expectations Relevant - attributes are necessary for effective operations Time-bound - the goal is articulated in the agency's current strategic plan, which expires end of FY 2016	SCAC is efficient, effective and accountable	Ken May	72	Exec. 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	Arts Commission
Date of Submission	42390
Fiscal Year for which information below pertains	2015-16

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

Legal Responsibilities Satisfied:	Strategic Plan Part and Description	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... Specific; Measurable; Attainable; Relevant; and Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome						
S.C. Code 60-15-10 thru 60-15-90, 6-4-35 (3)(g), 2-66-10	Goal 1 - South Carolina's communities, citizens and visitors have diverse opportunities for relevant and rewarding arts experiences across the state.	Specific - goal is specific to supporting arts for citizens and visitors Measurable - the agency tracks populations and geographic areas served Attainable - the goal sets realistic expectations Relevant - the arts are key components of healthy and successful communities Time-bound - the goal is articulated in the state's 10-year Long Range Plan for the Arts and will be revisited in 2020	Arts experiences and opportunities are available in communities in all parts of the state and serve diverse and underserved populations	Ken May	72	Exec. Director	1026 Sumter Street, Columbia	Executive	Provides leadership and direction for agency programs and operations
n/a	Strategy 1.1 - Provide direct professional staff assistance to community organizations and local governments	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Strategy, Objectives and Responsibility

S.C. Code 60-15-10, 60-15-60	Objective 1.1.1 - Advise local providers and local governments on best practices and opportunities, connect local providers to resources and information, assist arts providers in accessing SCAC resources, convene arts providers for training, professional development and knowledge exchange	Specific - objective is specific to staff support of community-based arts programs and organizations Measurable - the agency tracks communities, organizations and populations served Attainable - the goal sets realistic expectations Relevant - SCAC staff are uniquely qualified to deliver these services Time-bound - the objective is articulated in the agency's current strategic plan which will expire end of FY 2016	Local arts providers can rely on SCAC staff for timely, knowledgable assistance	Ken May	72	Exec. Director	1026 Sumter Street, Columbia	Statewide Arts Services	Provides leadership and direction for agency programs and operations
n/a	Strategy 1.2 - Provide strategic grant support for arts providers	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
S.C. Code 60-15-10, 60-15-60, budget proviso 28.4	Objective 1.2.1 - Support local arts organizations and programs through a portfolio of strategic grant programs	Specific - objective is specific to grant making Measurable - the agency tracks communities, organizations and populations served through grants Attainable - the goal sets realistic expectations Relevant - grant making programs are designed to meet specific needs in local communities Time-bound - grants are awarded and outcomes reviewed annually	Local arts providers have access to grants and programs that promote local arts experiences and opportunities	Clay Burnette	84	Grants Director	1026 Sumter Street, Columbia	Grants Office	Coordinates and administers SCAC grant programs
S.C. Code 60-15-10, 60-15-60, budget proviso 28.4	Objective 1.2.2 - Improve access to funding, remove barriers, and target underserved regions and populations	Specific - objective is specific to removing barriers to access for SCAC services Measurable - the agency selects programs for periodic evaluation and redesign Attainable - the goal sets realistic expectations Relevant - the agency is committed to serving all of South Carolina Time-bound - the objective is articulated in the agency's current strategic plan which will expire end of FY 2016	SCAC grants and services are accessible and available to a diverse range of constituents with different levels of resources	Ken May	72	Exec. Director	1026 Sumter Street, Columbia	Executive	Provides leadership and direction for agency programs and operations

Strategy, Objectives and Responsibility

S.C. Code 60-15-10 thru 60-15-90, 11-35-710 (10), 59-29-220 (3), budget proviso 28.4	Goal 2 - South Carolina artists are able to produce excellent art and build sustainable careers in our state.	Specific - goal is specific to supporting artists, their creative practice and careers Measurable - the agency tracks artists served Attainable - the goal sets realistic expectations Relevant - job creation, income stability and wage growth are relevant to South Carolina's overall economy Time-bound - the goal is articulated in the state's 10-year Long Range Plan for the Arts and will be revisited in 2020	The state's professional artists are able to build successful, sustainable careers and non-professional artists have opportunities for creative expression and satisfying artistic practice	Ken May	72	Exec. Director	1026 Sumter Street, Columbia	Executive	Provides leadership and direction for agency programs and operations
n/a	Strategy 2.1 - Provide support for artists, artist/entrepreneurs and artist-driven projects	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
S.C. Code 60-15-10 thru 60-15-90, 11-35-710 (10), 59-29-220 (3), budget proviso 28.4	Objective 2.1.1 - Support artists through a portfolio of strategic grant programs, recognition awards and professional development opportunities	Specific - objective is specific to supporting artists and their arts-based businesses Measurable - the agency tracks artists served through this program Attainable - the goal sets realistic expectations Relevant - job creation, income stability and wage growth are relevant to South Carolina's overall economy Time-bound - the objective is articulated in the agency's current strategic plan which will expire at the end of FY 2016	Professional artists have access to technical assistance and funding that supports career development, skill development and celebrates excellence	Various Arts Coordinators	n/a	n/a	1026 Sumter Street, Columbia	n/a	Provides timely customer service, information and advisement on a variety of arts related issues
n/a	Strategy 2.2 - Celebrate and support S.C.'s traditional art forms and artists	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
S.C. Code 2-66-10, 60-15-10, 60-15-60	Objective 2.2.1 - Recognize excellence with Folk Heritage Awards, grants supporting traditional arts projects, traditional arts documentation	Specific - goal is specific to implementing Folk Heritage Awards program Measurable - the agency tracks nominations and awards annually Attainable - the goal sets realistic expectations Relevant - S.C. has important cultural traditions that should be preserved, promoted and celebrated Time-bound - the awards are presented on an annual cycle	South Carolina's folk and traditional artistic practices are preserved for future generations	Doug Peach	18	Folk and Traditional Arts Program Coordinator	1026 Sumter Street, Columbia	Folk and Traditional Arts	*Maintains programs to support and preserve S.C. cultural and artistic traditions*

Strategy, Objectives and Responsibility

S.C. Code 60-15-10 thru 60-15-90, 59-29-220, 59-29-220 (3), budget proviso 28.4	Goal 3 - Students receive a comprehensive education in the arts that develops their creativity, problem solving and collaborative skills, and prepares them for a lifetime of engagement with the arts and productive citizenship.	Specific - goal is specific to supporting quality education Measurable - the agency tracks schools and children served Attainable - the goal sets realistic expectations Relevant - quality education is a priority in South Carolina Time-bound - the goal is articulated in the state's 10-year Long Range Plan for the Arts and will be revisited in 2020	A well-rounded education in South Carolina includes arts education, and the arts support and advance learning in all subject areas	Ken May	72	Exec. Director	1026 Sumter Street, Columbia	Executive	Provides leadership and direction for agency programs and operations
n/a	Strategy 3.1 - Develop and strengthen existing partnerships in advancing arts education	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
S.C. Code 60-15-10, 60-15-60, 59-29-220, 59-29-220 (3)	Objective 3.1.1 - Develop and strengthen partnerships in the arena of arts education	Specific - objective is specific to arts education partnerships Measurable - the agency tracks the work and impact of partnerships Attainable - the goal sets realistic expectations Relevant - partnerships maximize resources and expertise among partners Time-bound - the objective is articulated in the agency's current strategic plan which will expire end of FY 2016	New and existing partnerships support efforts to improve education in South Carolina through the arts	Ken May	72	Exec. Director	1026 Sumter Street, Columbia	Executive	Provides leadership and direction for agency programs and operations
n/a	Strategy 3.2 - Provide strategic grant support for arts education	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
S.C. Code 60-15-10, 60-15-60, 59-29-220, 59-29-220 (3), budget proviso 28.4	Objective 3.2.1 - Support arts education through a portfolio of strategic grant programs	Specific - objective is specific to programs that support arts education Measurable - the agency tracks schools and organizations benefitting from grants Attainable - the goal sets realistic expectations Relevant - support is necessary for innovative and excellent school-based arts programs Time-bound - the objective is articulated in the agency's current strategic plan which will expire at the end of FY 2016	Grants and services support efforts in communities and schools for quality education in and through the arts	Ken May	72	Exec. Director	1026 Sumter Street, Columbia	Executive	Provides leadership and direction for agency programs and operations

Strategy, Objectives and Responsibility

S.C. Code 60-15-10 thru 90, Provisos 28.1, 28.2, 28-3, 28.5	Goal 4 - Arts Commission programs, systems and staffing are aligned to address the agency's goals	Specific - goal is specific to agency operations, structure, governance and planning Measurable - strategic plans include measures for accountability and financial responsibility Attainable - the goal sets realistic expectations Relevant - attributes are necessary for effective operations Time-bound - the goal is articulated in the agency's current strategic plan, which expires end of FY 2016	SCAC is efficient, effective and accountable	Ken May	72	Exec. Director	1026 Sumter Street, Columbia	Executive	Provides leadership and direction for agency programs and operations
n/a	Strategy 4.1 - Equip the agency and staff for achieving the statewide mission	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
S.C. Code 60-15-50, 60-15-60	Objective 4.1.1 - Provide adequate adminsitration, review staff responsibilities and performance, provide training and professional development as needed	Specific - goal is specific to staff responsibilities and performance review Measurable - annual work plans and review sessions measure successful accomplishment of duties Attainable - the goal sets realistic expectations Relevant - objective contributes to effective employee performance Time-bound - reviews occur annually	Employees understand expectations and responsibilities, employees have the skills and experience required to be effective in their work	Ken May	72	Exec. Director	1026 Sumter Street, Columbia	Executive	Provides leadership and direction for agency programs and operations
n/a	Strategy 4.2 - Ensure SCAC delivers relevant, effecive and high-quality services	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
S.C. Code 60-15-50, 60-15-60, 60-15-80	Objective 4.2.1 - Assess customer satisfaction, collect and assess other appropriate data to assess programs and services	Specific - goal is specific to customer satisfation Measurable - agency conducts satisfaction surveys Attainable - the goal sets realistic expectations Relevant - objective helps ensure agency services are needed and customer-focused Time-bound - satisfaction is assessed annually	The agency is aware of customers' satisfaction with its programs and services and makes adjustments based on customer feedback	Russell Sox	60	Senior Manager	1026 Sumter Street, Columbia	Executive	

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	Arts Commission
Date of Submission	42390
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 underlines 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.
Arts in Basic Curriculum	A statewide partnership of education entities working to achieve quality comprehensive arts education (dance, music, theater, visual arts and creative writing) for all students in South Carolina.	59-29-220	Objective 3.1.1 - Develop and strengthen partnerships in the arena of arts education
Arts Access	Grants and assistance for awareness, training and other needs in developing accessibility for persons with disabilities.	FY 2016 Budget Proviso 28.5	Objective 1.2.2 - Improve access to funding, remove barriers, and target underserved regions and populations
Arts Coordinators	A team of arts professionals employed by the S.C. Arts Commission to deliver high-quality arts services to communities and citizens in South Carolina. Areas of focus include arts education, community arts development and artist development.		Objective 1.1.1 - Advise local providers and local governments on best practices and opportunities, connect local providers to resources and information, assist arts providers in accessing SCAC resources, convene arts providers for training, professional development and knowledge exchange
Arts in Education	Grants and assistance for arts education programs that support the academic, social, emotional and creative growth of students.	59-29-220, Budget Proviso 28.5	Objective 3.2.1 - Support arts education through a portfolio of strategic grant programs
ArtsReady	Assistance and fee subsidies to help S.C. arts organizations develop crisis response and business continuity plans.		Objective 1.2.1 - Support local arts organizations and programs through a portfolio of strategic grant programs

Associated Programs

Cultural Districts	The state's official designation program for communities with a concentration of arts and cultural venues, businesses and assets.	60-15-75	Objective 1.1.1 - Advise local providers and local governments on best practices and opportunities, connect local providers to resources and information, assist arts providers in accessing SCAC resources, convene arts providers for training, professional development and knowledge exchange
Fellowships	Grants to artists, awarded through a blind jurying process, to reward artistic excellence in particular artistic discipline.	FY 2016 Budget Proviso 28.5	Objective 2.1.1 - Support artists through a portfolio of strategic grant programs, recognition awards and professional development opportunities
Folk Arts	Grants and assistance for tradtional arts, the creative expressions of groups who share a common culture.	FY 2016 Budget Proviso 28.5	Objective 2.2.1 - Recognize excellence with Folk Heritage Awards, grants supporting traditional arts projects, traditional arts documentation
General Operating Support	Grant support for organizations providing ongoing arts experiences and services to communities and individuals.	FY 2016 Budget Proviso 28.5	Objective 1.2.1 - Support local arts organizations and programs through a portfolio of strategic grant programs
LINC/Artist Ventures	Encourages and enables the creation of new artist-driven, art-based business ventures that will provide career satisfaction and sustainability for South Carolina artists.	FY 2016 Budget Proviso 28.5	Objective 2.1.1 - Support artists through a portfolio of strategic grant programs, recognition awards and professional development opportunities
Underserved Initiatives	Grant programs meeting the arts needs of rural, high-poverty and other underserved populations.	FY 2016 Budget Proviso 28.5	Objective 1.2.2 - Improve access to funding, remove barriers, and target underserved regions and populations
Participation Project	Grants and assistance in developing initiatives to increase public participation in the arts.	60-15-60, Budget Proviso 28.5	Objective 1.2.1 - Support local arts organizations and programs through a portfolio of strategic grant programs
Poetry Out Loud	A partnership program with the National Endowment for the Arts, encourages high school students to learn about great poetry through memorization and recitation.		Objective 3.1.1 - Develop and strengthen partnerships in the arena of arts education
Public Information	Provides the citizens of South Carolina with information about programs and services from the S.C. Arts Commission, and general-interest information about the arts and their role in the lives of citizens and communities.		Objective 1.1.1 - Advise local providers and local governments on best practices and opportunities, connect local providers to resources and information, assist arts providers in accessing SCAC resources, convene arts providers for training, professional development and knowledge exchange
Quarterly Grants	Supports specific arts activities that promote individual artist's professional development or career advancement. Projects that promote excellence in an arts discipline and make such excellence accessible for general community-wide audiences are also encouraged.		Objective 2.1.1 - Support artists through a portfolio of strategic grant programs, recognition awards and professional development opportunities
First Novel Prize	A statewide partnership of literary arts organizations, a contest-format program that results in the publication of a S.C. writer's first novel.	FY 2016 Budget Proviso 28.5	Objective 2.1.1 - Support artists through a portfolio of strategic grant programs, recognition awards and professional development opportunities
State Art Collection	A comprehensive collection of works of visual art by contemporary S.C. artists, available for touring exhibitions and loans to public buildings and museums		Objective 2.1.1 - Support artists through a portfolio of strategic grant programs, recognition awards and professional development opportunities
Statewide Arts Conference	A biennial conference providing training, professional development and networking opportunities for arts providers, artists and arts educators.		Objective 1.1.1 - Advise local providers and local governments on best practices and opportunities, connect local providers to resources and information, assist arts providers in accessing SCAC resources, convene arts providers for training, professional development and knowledge exchange
Subgranting	Provides funds to local arts councils for operating quarterly small-grants programs to organizations and artists in their regions.	FY 2016 Budget Proviso 28.5	Objective 1.2.1 - Support local arts organizations and programs through a portfolio of strategic grant programs
Very Special Arts (VSA)	A statewide partnership encouraging the availability of arts opportunities for people with disabilities.	FY 2016 Budget Proviso 28.5	Objective 1.2.2 - Improve access to funding, remove barriers, and target underserved regions and populations

Associated Programs

Folk Heritage Awards	Statewide awards program recognizing artists and advocates of traditional art forms handed down through families and communities.	2-66-10	Objective 2.2.1 - Recognize excellence with Folk Heritage Awards, grants supporting traditional arts projects, traditional arts documentation
E. O. Verner/Governor's Awards	Statewide awards program recognizing outstanding achievement and contribution to the arts by artists, organizations, individuals and businesses; the highest honor the state gives in the arts.		Objective 2.1.1 - Support artists through a portfolio of strategic grant programs, recognition awards and professional development opportunities

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	Arts Commission
Date of Submission	42390
Fiscal Year for which information below pertains	2015-2016

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

Part A Instructions : Estimated Funds Available this Fiscal Year (2015-16)
1) Please enter each source of funds for the agency in a separate column. Group the funding sources however is best for the agency (i.e. general appropriation programs, proviso 18.2, proviso 19.3, grant ABC, grant XYZ, Motor Vehicle User Fees, License Fines, etc.) to provide the information requested below each source (i.e. state, other or federal funding; recurring or one-time funding; etc.). The agency is not restricted by the number of columns below so please delete or add as many as needed. **However the agency chooses to group its funding sources, it should be clear through Part A and B, how much the agency estimates it has available to spend and where the agency has budgeted the funds it has available to spend.**

Part B Instructions : How Agency Budgeted Funds this Fiscal Year (2015-16)
1) Enter each agency objective and description (i.e. Objective 1.1.1 - insert description of objective). The agency can insert as many rows as necessary so that all objectives are included.
2) After entering all of the objectives, enter each "unrelated purpose" for which money received by the agency will go (i.e. Unrelated Purpose #1 - insert description of unrelated purpose) on a separate row. An "unrelated purpose" is money the agency is legislatively directed to spend on something that is not related to an agency objective (i.e. pass through, carry forward, etc.).
3) Enter how much money from each source of funds the agency budgets to spend on each objective and unrelated purpose. The "Total budgeted to spend on objectives and unrelated purposes" for each source of funds in Part B should equal the "Amount estimated to have available to spend this fiscal year" in Part A.

Explanations from the Agency regarding Part A: *Insert any additional explanations the agency would like to provide related to the information it provides below.*

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

Source of Funds:	Totals	State Appropriation	Federal - National Endowment for the Arts Partnership Agreement	Federal - US Dept. of Agriculture Grant	Other Funds- SC Education Improvement Act	Other Funds - Private dontations, foundation grants, etc.	
Is the source state, other or federal funding:	Totals	State Funds	Federal Funds	Federal Funds	Other Funds	Other Funds	
Is funding recurring or one-time?	Totals	Recurring	Recurring	One-time	Recurring	One-time	
$ From Last Year Available to Spend this Year							
Amount available at end of previous fiscal year	$736,995	$20,910	$426,493	$0	$0	$289,592	
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	**$736,995**	20,910	426,493	0	0	289,592	
If the amounts in the two rows above are not the same, explain why :	Enter explanation for each fund to the right						
$ Estimated to Receive this Year							
Amount budgeted/estimated to receive in this fiscal year:	$4,959,373	3,093,873	774,300	20,000	1,000,000	71,200	
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):	**$5,696,368**	3,114,783	1,200,793	20,000	1,000,000	360,792	

Strategic Budgeting

	Explanations from the Agency regarding Part B:		*Insert any additional explanations the agency would like to provide related to the information it provides below.*				

PART B
How Agency Budgeted Funds this Fiscal Year (2015-16)

		Totals	State Appropriation	Federal - National Endowment for the Arts Partnership Agreement	Federal - US Dept. of Agriculture Grant	Other Funds- SC Education Improvement Act	Other Funds - Private dontations, foundation grants, etc.	0
	Source of Funds: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	State Appropriation	Federal - National Endowment for the Arts Partnership Agreement	Federal - US Dept. of Agriculture Grant	Other Funds- SC Education Improvement Act	Other Funds - Private dontations, foundation grants, etc.	0
	Is source state, other or federal funding: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	State Funds	Federal Funds	Federal Funds	Other Funds	Other Funds	0
	Restrictions on how agency is able to spend the funds from this source:	n/a						
	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)	$5,696,368	$3,114,783	$1,200,793	$20,000	$1,000,000	$360,792	$0
	Are expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a	Yes	Yes	Yes	Yes	Yes	
	Where Agency Budgeted to Spend Money this Year							
	Objective 1.1.1 - Advise local providers on best practices and opportunities, connect local providers to resources and information, assist arts providers in accessing SCAC resources:	$793,582	389,059	309,523		75,000	20,000	
	Objective 1.2.1 - Support local arts organizations and programs through a portfolio of strategic grant programs:	$1,562,296	1,502,836	0			59,460	
	Objective 1.2.2 - Improve access to funding, remove barriers, and target underserved regions and populations:	$193,408	121,708	45,000	20,000		6,700	
	Objective 2.1.1 - Support artists through a portfolio of strategic grant programs and recognition awards:	$98,978	50,938				48,040	
	Objective 2.2.1 - Recognize excellence with Folk Heritage Awards and grants supporting traditional arts projects:	$119,001	77,501	22,000		17,000	2,500	
	Objective 3.1.1 - Develop partnerships in the arena of arts education:	$327,480	322,915	4,565				
	Objective 3.2.1 - Support arts education through a portfolio of strategic grant programs:	$1,279,194	257,750	105,944		908,000	7,500	
	Objective 4.1.1 - Provide adequate adminsitration, review staff responsibilities and performance, provide training and professional development as needed:	$558,442	292,076	266,366				
	Objective 4.2.1 - Assess customer satisfaction, collect and assess other appropriate data to assess programs and services:	$45,170		45,170				
	etc.							
	etc.							
	Unrelated Purpose #1 - Line item pass-throughs:	$100,000	100,000					
	Unrelated Purpose #2 - Projected carry-forward:	$618,817		402,225			216,592	
	etc.							
	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)	$5,696,368	3,114,783	1,200,793	$20,000	1,000,000	360,792	

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	Arts Commission
Date of Submission	42390
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 - South Carolina's citizens and visitors have diverse opportunities for relevant and rewarding arts experiences across the state.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	S.C. Code 60-15-10 thru 60-15-90, 6-4-35 (3)(g), 2-66-10	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.1 - Provide direct professional staff assistance to community organizations and local governments	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.1.1 - Advise local providers and local governments on best practices and opportunities, connect local providers to resources and information, assist arts providers in accessing SCAC resources	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code 60-15-10, 60-15-60	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Local arts providers can rely on SCAC staff for timely, knowledgable assistance	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Arts Coordinators Statewide Arts Conference Cultural Districts Public Information	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:	Ken May	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	72	
Position:	Exec. Director	
Office Address:	1026 Sumter Street, Columbia	
Department or Division:	Executive	
Department or Division Summary:	Provides leadership and direction for agency	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$793,582	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	

PERFORMANCE MEASURES	

Objective Details

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.1.1 - Advise local providers and local governments on best practices and opportunities, connect local providers to resources and information, assist arts providers in accessing SCAC resources	
Performance Measure:	Counties directly served by SCAC services	
Type of Measure:	Output	

Results

2013-14 Actual Results (as of 6/30/14):	41	
2014-15 Target Results:	46	
2014-15 Actual Results (as of 6/30/15):	41	
2015-16 Minimum Acceptable Results:	41	
2015-16 Target Results:	46	

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?	Ken May, E.D.	
Why was this performance measure chosen?	This measure was identified as key by the Legislative Audit Council during its 2013 review of the agency	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Specific counties were identified to target with grants and services	
What are the names and titles of the individuals who chose the target value for 2015-16?	Ken May, E.D.	
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?	46 counties would indicate comprehensive service delivery statewide	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Questionable	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Specific counties are targeted, specialized services are being offered to remove barriers and respond to specific needs in these communities	

POTENTIAL NEGATIVE IMPACT

Most Potential Negative Impact	*Rural and underserved areas and populations do not receive the same benefit from state services as more urban and well-resourced communities*
Level Requires Outside Help	*Need exceeds agency's capacity to provide services in rural and underserved areas*

Objective Details

Outside Help to Request	*Local, regional and community partner organizations*
Level Requires Inform General Assembly	*n/a*
3 General Assembly Options	*1) Increase SCAC capacity - staffing and resources*
	2) Direct arts fund to each county based on a per-capita formula
	3) Provide additional resources for SCAC program delivery in underserved counties

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)
Annual review of agency plan & progress with Commissioners	*Requested by Commissioners*	*Commissioners & Staff / Internal review*	*6/24/2015*
FY 2015 Accountability Report	*Required by General Assembly*	*Agency*	*9/14/2015*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Statewide network of arts providers	*Resource development, information, assistance*	*Business, Association or Individual*
Grant recipients	Financial assistance for arts programming	*Business, Association or Individual*

Objective Details

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

Agency Responding	Arts Commission
Date of Submission	42390
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 - South Carolina's communities, citizens and visitors have diverse opportunities for relevant and rewarding arts experiences across the state.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	S.C. Code 60-15-10 thru 60-15-90, 6-4-35 (3)(g), 2-66-10	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.2 - Provide strategic grant support for arts providers	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.2.1 - Support local arts organizations and programs through a portfolio of strategic programs and grants	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code 60-15-10, 60-15-60, budget proviso 28.4	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Local arts providers have access to grants and programs that promote local arts experiences and opportunities	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	ArtsReady Quarterly Project Grants General Operating Support Participation Project Subgranting	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:	Clay Burnette	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	84	
Position:	Grants Director	
Office Address:	1026 Sumter Street, Columbia	
Department or Division:	Grants Office	
Department or Division Summary:	Administers SCAC grants	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$1,562,296	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	

PERFORMANCE MEASURES

Objective Details

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

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

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

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.2.1 - Support local arts organizations and programs through a portfolio of strategic programs and grants	
Performance Measure:	Total arts experiences supported through grant making	
Type of Measure:	Outcome	

Results

2013-14 Actual Results (as of 6/30/14):	6.3 million	
2014-15 Target Results:	6.8 million	
2014-15 Actual Results (as of 6/30/15):	7.2 million	
2015-16 Minimum Acceptable Results:	7.2 million	
2015-16 Target Results:	7.4 million	

Details

Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal	Required by National Endowment for the Arts
What are the names and titles of the individuals who chose this as a performance measure?	National Endowment for the Arts	
Why was this performance measure chosen?	National standard indicator of total impact of grants and services	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Ken May, E.D.	
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?	Increase in funding for grants should result in increased populations benefitting	
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?		

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Fewer citizens have access to quality arts experiences and opportunities in their communities, S.C. has fewer attractions for visitors and new business*
Level Requires Outside Help	*State funding would no longer support viable grant-making and local program support*
Outside Help to Request	*Local and national partners*
Level Requires Inform General Assembly	*Support for grant-making substantially decreases to local communities*

Objective Details

| 3 General Assembly Options | 1) Maintain funding support for arts grant-making statewide |
| | 2) Fund local arts projects via line-item appropriation |

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)
Annual review of agency plan & progress with Commissioners	Requested by Commissioners	Commissioners & Staff / Internal review	6/24/2015
Final Descriptive Report (FDR) - Nat'l Endowment for the Arts	Annual review of activities under NEA partnership agreement	National Endowment for the Arts, External	FY 2015

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
SouthArts	ArtsReady program	Business, Association or Individual
Coastal Community Foundation of SC	Funding partner	Business, Association or Individual
Wallace Foundation	Funding partner	Business, Association or Individual
Local non-profits	Funding/service recipients	Business, Association or Individual
Local governments	Funding/service recipients	State/Local Government Entity
National Endowment for the Arts	Funding partner, federal agency	

Objective Details

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

Agency Responding	Arts Commission
Date of Submission	42390
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 - South Carolina's communities, citizens and visitors have diverse opportunities for relevant and rewarding arts experiences across the state.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	S.C. Code 60-15-10 thru 60-15-90, 6-4-35 (3)(g), 2-66-10	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.2 - Provide strategic grant support for arts providers	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.2.2 - Improve access to funding, remove barriers, and target underserved regions and populations	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code 60-15-10, 60-15-60, budget proviso 28.4	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	SCAC grants and services are accessible and available to a diverse range of constituents with different levels of resources	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Access grants New grant initiatives VSAarts	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:	Clay Burnette	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	84	
Position:	Grants Director	
Office Address:	1026 Sumter Street	
Department or Division:	Grants Office	
Department or Division Summary:	Administers SCAC grants	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$193,408	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	

PERFORMANCE MEASURES

Objective Details

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.2.2 - Improve access to funding, remove barriers, and target underserved regions and populations
Performance Measure:	Targeted underserved counties served with grants
Type of Measure:	Outcome

Results

2013-14 Actual Results (as of 6/30/14):	6 of 11 targeted counties served
2014-15 Target Results:	11 targeted countied served
2014-15 Actual Results (as of 6/30/15):	6 of 11 targeted counties served
2015-16 Minimum Acceptable Results:	4 of 8 targeted counties served
2015-16 Target Results:	8 targeted counties served

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?	Ken May, E.D.	
Why was this performance measure chosen?	This measure was identified as key by the Legislative Audit Council during its 2013 review of the agency as an indicator of the agency's mandate to serve all South Carolinians	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Efforts became more focused, new approaches employed	
What are the names and titles of the individuals who chose the target value for 2015-16?	Ken May, E.D.	
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?	Success in serving more than half the counties on the targeted list means some counties "graduated" off the list. Target number was adjusted down.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Questionable	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Success in this performance measure requires a long-term commitment of time and attention by staff to cultivate relationships and help develop local capacity to successfully implement programs.	

POTENTIAL NEGATIVE IMPACT

Most Potential Negative Impact	*Rural and underserved areas and populations do not receive the same benefit from state services as more urban and well-resourced communities*
Level Requires Outside Help	*Agency fails to show progress toward this goal*

Objective Details

Outside Help to Request	*Local partners, community service providers*
Level Requires Inform General Assembly	*Legislators in key target communities would be notified and their assistance sought*
3 General Assembly Options	*1) Targeted programs to rural and underserved communities*
	2) Targeted funding to rural and underserved communities

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)
Annual review of agency plan & progress with Commissioners	*Requested by Commissioners*	*Commissioners & Staff / Internal review*	*6/24/2015*
Agency activities under partnership agreement	*Annual review of activities*	*National Endowment for the Arts, external*	

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
US Department of Agriculture	*Funding partner, federal agency*	
National Endowment for the Arts	*Funding partner, federal agency*	
Arts Access SC / VSAarts	Funding recipient, program partner	*Business, Association or Individual*
S.C. Federal Promise Zone	Programming/planning partnership / Federal program	

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	Arts Commission
Date of Submission	42390
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 - South Carolina artists are able to produce excellent art and build sustainable careers in our state.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	S.C. Code 60-15-10 thru 60-15-90, 11-35-710 (10), 59-29-220 (3), budget proviso 28.4	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.1 - Provide assistance for artists, artist/entrepreneurs and artist-driven projects	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.1.1 - Support artists through a portfolio of strategic grant programs, recognition awards and professional development opportunities	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code 60-15-10 thru 60-15-90, 11-35-710 (10), 59-29-220 (3), budget proviso 28.4	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Professional artists have access to technical assistance and funding that supports career development, skill development and celebrates excellence	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	_Artist Fellowships_ _LINC/Artist Ventures_ _Quarterly Grants_ _SC First Novel Prize_ _State Art Collection_ _E.O.Verner Awards_	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:	_Various arts coordinators_	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	_n/a_	
Position:	_n/a_	
Office Address:	_1026 Sumter Street, Columbia_	
Department or Division:	_n/a_	
Department or Division Summary:	_n/a_	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	_$98,978_	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	_Agency will provide next year_	
PERFORMANCE MEASURES		

Objective Details

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

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

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 2.1.1 - Support artists through a portfolio of strategic grant programs, recognition awards and professional development opportunities	
Performance Measure:	Artist opportunities supported through grants	
Type of Measure:	Outcome	

Results

2013-14 Actual Results (as of 6/30/14):	71,113	
2014-15 Target Results:	70,000	
2014-15 Actual Results (as of 6/30/15):	68,325	
2015-16 Minimum Acceptable Results:	69,000	
2015-16 Target Results:	70,000	

Details

Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal	Required by National Endowment for the Arts
What are the names and titles of the individuals who chose this as a performance measure?	National Endowment for the Arts	
Why was this performance measure chosen?	Indicator of agency impact in artist development	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Additional outreach and promotion of services	
What are the names and titles of the individuals who chose the target value for 2015-16?	Ken May, E.D.	
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?	Increased funding for grants should result in increased artists benefitting	
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?		

POTENTIAL NEGATIVE IMPACT

Most Potential Negative Impact	*Artists have fewer opportunities to practice their arts forms, fewer opportunities to show and sell their work, fewer opportunities to develop small businesses*
Level Requires Outside Help	*n/a*
Outside Help to Request	*n/a*
Level Requires Inform General Assembly	*n/a*

Objective Details

3 General Assembly Options	n/a

REVIEWS/AUDITS

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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)
Annual review of agency plan & progress with Commissioners	Requested by Commissioners	Commissioners & Staff / Internal review	6/24/2015
Agency activities under partnership agreement	Annual review of activities	National Endowment for the Arts, external	

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Coastal Community Foundation of SC	Funding partner	Business, Association or Individual
National Endowment for the Arts	Funding partner, federal agency	
Artist U	Program partner	Business, Association or Individual
Hub City Press	Program partner	Business, Association or Individual
S.C. Arts Foundation	Funding partner	Business, Association or Individual

Objective Details

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

Agency Responding	Arts Commission
Date of Submission	42390
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 - South Carolina artists are able to produce excellent art and build sustainable careers in our state.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	S.C. Code 60-15-10 thru 60-15-90, 11-35-710 (10), 59-29-220 (3), budget proviso 28.4	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.2 - Celebrate and support S.C.'s traditional art forms and artists	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.2.1 - Recognize excellence with Folk Heritage Awards, grants supporting traditional arts projects, traditional arts documentation	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code 2-66-10, 60-15-10, 60-15-60	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	South Carolina's folk and traditional artistic practices are preserved for future generations	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Folk Arts Survey of S.C. Tradition Bearers Folk Heritage Awards	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:	Doug Peach	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	18	
Position:	Folk and Traditional Arts Coordinator	
Office Address:	1026 Sumter Street, Columbia	
Department or Division:	Folk and Traditional Arts	
Department or Division Summary:	Maintains programs to support and preserve S.C. cultural and artistic traditions	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$119,001	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	
PERFORMANCE MEASURES		

Objective Details

How the Agency is Measuring its Performance

Objective Number and Description	Objective 2.2.1 - Recognize excellence with Folk Heritage Awards, grants supporting traditional arts projects, traditional arts documentation	
Performance Measure:	Counties surveyed through Survey of S.C. Tradition Bearers documentation	
Type of Measure:	Output	

Results

2013-14 Actual Results (as of 6/30/14):	35 (Phase IV compeletion)	
2014-15 Target Results:	46	
2014-15 Actual Results (as of 6/30/15):	46 (Phase V completion)	
2015-16 Minimum Acceptable Results:	Phase VI documentation and programming	
2015-16 Target Results:	Phase VI completion	

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?	Ken May, E.D.	
Why was this performance measure chosen?	Indicator of substantial cumulative progress on this statewide project	
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?	Ken May, E.D.	
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?	Plans for project completion and partner input	
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?		

POTENTIAL NEGATIVE IMPACT

Most Potential Negative Impact	*South Carolina's rich heritage of traditional cultural and artistic practices are lost and forgotten*
Level Requires Outside Help	*South Carolina ceases to volue its cultural traditions*
Outside Help to Request	*National Endowment for the Arts*

Objective Details

Level Requires Inform General Assembly	SCAC is unable to implement mandated Folk and Traditional Arts programs (Folk Heritage Awards)
3 General Assembly Options	1) Amend statute 2) Transfer responsibility to another agency

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)
Annual review of agency plan & progress with Commissioners	Requested by Commissioners	Commissioners & Staff / Internal review	6/24/2015
Agency activities under partnership agreement	Annual review of activities	National Endowment for the Arts	

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
USC McKissick Museum	Program partner, shared position	College/University
Humanities Council SC	Funding partner	Business, Association or Individual
Speaker of the House	Appoints members to award selection committees	State/Local Government Entity
Lt. Governor	Appoints members to award selection committees	State/Local Government Entity

Objective Details

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Agency Responding	Arts Commission
Date of Submission	42390
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 - Students receive a comprehensive education in the arts that develops their creativity, problem solving and collaborative skills, and prepares them for a lifetime of engagement with the arts and productive citizenship.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	S.C. Code 60-15-10 thru 60-15-90, 59-29-220, 59-29-220 (3), budget proviso 28.4	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.1 - Develop and strengthen existing partnerships in advancing arts education	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.1.1 - Develop and strengthen partnerships in the arena of arts education	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code 60-15-10, 60-15-60, 59-29-220, 59-29-220 (3)	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	New and existing partnerships support efforts to improve education in South Carolina through the arts	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Arts in Basic Curriculum Patnership* *Poetry Out Loud*	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:	*Ken May*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	*72*	
Position:	*Exec. Director*	
Office Address:	*1026 Sumter Street, Columbia*	
Department or Division:		
Department or Division Summary:		
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$327,480	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	
PERFORMANCE MEASURES		

Objective Details

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

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

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

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.1.1 - Develop and strengthen partnerships in the arena of arts education	
Performance Measure:	Schools or school districts served by Arts in Basic Curriculum Partnership	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	212	
2014-15 Target Results:	220	
2014-15 Actual Results (as of 6/30/15):	216	
2015-16 Minimum Acceptable Results:	216	
2015-16 Target Results:	220	
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?	Ken May, E.D.	
Why was this performance measure chosen?	Indicates statewide reach of program	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Outreach and assistance to new schools	
What are the names and titles of the individuals who chose the target value for 2015-16?	Ken May, E.D.	
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?	Additional staffing and budget resources to support this outreach	
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?		

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	*S.C. K-12 students do not have access to comprehensive, sequential education in the arts*
Level Requires Outside Help	*Agency is not able to meet its educational mandate*
Outside Help to Request	*S.C. Dept. of Education, General Assembly*
Level Requires Inform General Assembly	*If the agency could not provide service and support in K-12 arts education*

Objective Details

3 General Assembly Options	1) Targeted funding for K-12 arts education programs 2) Arts education funding targeted to underserved districts

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)
Annual review of agency plan & progress with Commissioners	Requested by Commissioners	Commissioners & Staff / Internal review	6/24/2015
Agency activities under partnership agreement	Annual review of activities	National Endowment for the Arts	

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
ABC Schools and school districts	Statewide network of grantees	State/Local Government Entity
National Endowment for the Arts	Funding partner, federal agency	
Winthrop University	Program partner	College/University
S.C. Arts Alliance	Program partner	Business, Association or Individual
S.C. Alliance for Arts Education	Program partner	Business, Association or Individual
S.C. Center for Dance Education	Program partner	Business, Association or Individual
S.C. Department of Education	Program partner	State/Local Government Entity

Objective Details

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

Agency Responding	Arts Commission
Date of Submission	42390
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 - Students receive a comprehensive education in the arts that develops their creativity, problem solving and collaborative skills, and prepares them for a lifetime of engagement with the arts and productive citizenship.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	S.C. Code 60-15-10 thru 60-15-90, 59-29-220, 59-29-220 (3), budget proviso 28.4	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.2 - Provide strategic grant support for arts education	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.2.1 - Support arts education through a portfolio of strategic grant programs	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code 60-15-10, 60-15-60, 59-29-220, 59-29-220 (3), budget proviso 28.4	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Grants and services support efforts in communities and schools for quality education in and through the arts	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Arts in Education*	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:	*Ken May*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	*72*	
Position:	*Exec. Director*	
Office Address:	*1026 Sumter Street, Columbia*	
Department or Division:	*Executive*	
Department or Division Summary:	*Provides leadership and direction for agency*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	*$1,279,194*	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	
PERFORMANCE MEASURES		

Objective Details

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.

<u>Types of Performance Measures:</u>

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.2.1 - Support arts education through a portfolio of strategic grant programs	
Performance Measure:	K-12 students served through Arts in Education grants	
Type of Measure:	Outcome	

Results

2013-14 Actual Results (as of 6/30/14):	70,259	
2014-15 Target Results:	75,000	
2014-15 Actual Results (as of 6/30/15):	77,625	
2015-16 Minimum Acceptable Results:	80,000	
2015-16 Target Results:	100,000	

Details

Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal	Required by National Endowment for the Arts
What are the names and titles of the individuals who chose this as a performance measure?	Ken May, E.D.	
Why was this performance measure chosen?	Indicates breadth of reach of arts education support	
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?	Ken May, E.D.	
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?	Increased funding for Arts in Education grants should result in substantially more students served through this program	
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	*S.C. K-12 students do not have access to comprehensive, sequential education in the arts*
Level Requires Outside Help	*Agency is not able to meet its educational mandate*
Outside Help to Request	*S.C. Dept. of Education*
Level Requires Inform General Assembly	*If the agency could not provide service and support in K-12 arts education*

Objective Details

3 General Assembly Options	1) Targeted funding for K-12 arts education programs 2) Arts education funding targeted to underserved districts

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)
Annual review of agency plan & progress with Commissioners	Requested by Commissioners	Commissioners & Staff / Internal review	6/24/2015
Agency activities under partnership agreement	Annual review of activities	National Endowment for the Arts	

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Arts in Basic Curriculum Partnership	Program partner	College/University
National Endowment for the Arts	Funding partner, federal agency	
S.C. Alliance for Arts Education	Program partner	Business, Association or Individual
S.C. Afterschool Alliance	Program partner	Business, Association or Individual
S.C. Department of Education	Program partner	State/Local Government Entity

Objective Details

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

Agency Responding	Arts Commission
Date of Submission	42390
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 4 - Arts Commission programs, systems and staffing are aligned to address the agency's goals	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	S.C. Code 60-15-10 thru 90	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 4.1 - Equip the agency and staff for achieving the statewide mission	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 4.1.1 - Provide adequate adminsitration, review staff responsibilities and performance, provide training and professional development as needed	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code 60-15-50, 60-15-60	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Employees understand expectations and responsibilities, employees have the skills and experience required to be effective in their work	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Administration* *Human Resources*	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:	*Ken May*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	*72*	
Position:	*Exec. Director*	
Office Address:	*1026 Sumter St., Columbia*	
Department or Division:	*Executive*	
Department or Division Summary:	*Provides leadership and direction for the agency*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	*$558,442*	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

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

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

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

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

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

Objective Details

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 4.1.1 - Provide adequate adminsitration, review staff responsibilities and performance, provide training and professional development as needed
Performance Measure:	Administration costs as % of total budget
Type of Measure:	Efficiency

Results

2013-14 Actual Results (as of 6/30/14):	15.70%
2014-15 Target Results:	14.70%
2014-15 Actual Results (as of 6/30/15):	14.20%
2015-16 Minimum Acceptable Results:	14.20%
2015-16 Target Results:	14%

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?	Ken May, E.D.	
Why was this performance measure chosen?	Standard measure for responsible spending in non-profit community	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Ken May, E.D.	
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?	SCAC seeks to lower administration costs year-to-year, making more funds available for grants and programs	
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?		

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	*SCAC lacks staffing, leadership, facilities and business systems required to accomplish its mission*
Level Requires Outside Help	*Administration budget is not able to support the agency*
Outside Help to Request	*S.C. General Assembly*
Level Requires Inform General Assembly	*Agency is unable to meet requirement of Proviso 28.4, requiring SCAC to distribute at least 70% of state appropriation in grants*
3 General Assembly Options	*1) amend proviso* *2) delete proviso* *3) allocate sufficient administrative funds for operation of agency*

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)
Quarterly review of agency financial reports	*Internal policy*	*SCAC Board of Commissioners / Internal*	*Quarterly*

Objective Details

State audit of FY 2014 finances	*Initiated by State Auditor*	*State Auditor / External*	*Spring 2015*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
S.C. Dept. of Administration	*Provides some consolidated admin services for state agencies*	*State/Local Government Entity*

Objective Details

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

Agency Responding	Arts Commission
Date of Submission	42390
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 4 - Arts Commission programs, systems and staffing are aligned to address the agency's goals	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	S.C. Code 60-15-10 thru 90	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 4.2 - Ensure SCAC delivers relevant, effecive and high-quality services	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 4.2.1 - Assess customer satisfaction, collect and assess other appropriate data to assess programs and services	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code 60-15-50, 60-15-60, 60-15-80	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	The agency is aware of customers' satisfaction with its programs and services and makes adjustments based on customer feedback	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	IT/Software Licenses & Maintence IT/Consulting IT/Contractual Maintenance	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:	Russell Sox	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	60	
Position:	Senior Manager	
Office Address:	1026 Sumter St. Columbia	
Department or Division:	Executive	
Department or Division Summary:	Provides leadership and direction for the agency	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$45,170	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	

PERFORMANCE MEASURES

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

Objective Details

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 4.2.1 - Assess customer satisfaction, collect and assess other appropriate data to assess programs and services
Performance Measure:	Customer satisfaction ratings for grants and services
Type of Measure:	Outcome

Results

2013-14 Actual Results (as of 6/30/14):	4.1 on a 5-point scale
2014-15 Target Results:	5
2014-15 Actual Results (as of 6/30/15):	4.1 on a 5-point scale
2015-16 Minimum Acceptable Results:	4.1
2015-16 Target Results:	5

Details

Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Russell Sox, Senior Manager	
Why was this performance measure chosen?	Indicators of custoer satisfaction	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Continuous improvement in services and programs	
What are the names and titles of the individuals who chose the target value for 2015-16?	Russell Sox, Senior Manager	
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?	We strive to achieve the highest levels of customer satisfaction	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Questionable - we may never achieve a perfect satisfaction rating, but will continue to try	
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?	Continuous improvement in services and programs	

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	*Customers are dissatisfied with SCAC programs and services*
Level Requires Outside Help	*Ratings show trend of consistent decline*
Outside Help to Request	*n/a*
Level Requires Inform General Assembly	*n/a*
3 General Assembly Options	*n/a*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Annual review of agency plan & progress with Commissioners	*Requested by Commissioners*	*Commissioners & Staff / Internal review*	*6/24/2015*

Objective Details

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Grantees	Statewide network of grant recipients	Business, Association or Individual

Reporting Requirements

Agency Responding	Arts Commission
Date of Submission	42390
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	Arts Commission	Arts Commission	Arts Commission
	Report #	1	2	3
	Report Name:	Restructuring Report	Accountability Report	Final Descriptive Report
	Why Report is Required			
	Legislative entity requesting the agency complete the report:	House Legislative Oversight Committee	Executive Budget Office	National Endowment for the Arts
	Law which requires the report:	S.C. Code 1-30-10(G)	S.C. Code 1-1-810	
	Agency's understanding of the intent of the report:	To determine if agency programs are being implemented in accordance with the intent of the General Assembly and to inform the public about state agencies	Provide an annual report on agency performance and progress toward fulfilling its mission.	Provide data on activities supported by Federal funds through the agency's partnership agreement
	Year agency was first required to complete the report:	2015	2001	
	Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	Annually
	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:	1/22/2016	9/14/2015	September, 2015
	Timing of the Report			
	Month Report Template is Received by Agency:	November, 2015	June, 2015	August, 2014
	Month Agency is Required to Submit the Report:	January , 2016	September, 2015	September, 2015
	Where Report is Available & Positive Results			
	To whom the agency provides the completed report:	House Legislative Oversight Committee	Executive Budget Office	National Endowment for the Arts
	Website on which the report is available:	www.scstatehouse.gov	www.admin.sc.gov/budget/agency-accountability-reports	
	If it is not online, how can someone obtain a copy of it:			Request from SCAC
	Positive results agency has seen from completing the report:	Communicating agency success and accomplishments	Communicating agency success and accomplishments	Annual tracking of grantee data

Restructuring Recommendations and Feedback

Agency Responding	Arts Commission
Date of Submission	42390
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?	Yes

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
No	We will examine and possibly revise our agency structure during our strategic planning process for FY 2017 - 2020.

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.
Public can learn more about the Arts Commission	This is one more source of information for staff to reference	1
Public can see how the agency is focusing its resources	2	2
Public can see how well the agency is achieving mission	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	Please consider consolidating this report with the accountability report	Report seems to be designed for larger agencies with multiple layers of hierarchy, divisions and departments. It was sometimes difficult for our agency to respond with our very flat structure and small staff.
We found the structure to be highly repetitive and time consuming copying information from on sheet to the another	2	Thank you for the opportunity to provide feedback.
	3	The committee staff was very pleasant and helpful.

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