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

# 2016 Annual Restructuring Report Guidelines

**PLEASE NOTE:**

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

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| Agency Name: | **Lieutenant Governor's Office** |
| Date Report Submitted: | **January 12, 2016** |
| Agency Head | |
| First Name | Mark |
| Last Name: | Plowden |
| Email Address: | markplowden@scstatehouse.gov |
| Phone Number: | 803-734-5292 |

# General Instructions

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

| OTHER INFORMATION | |
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| *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.

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| Agency Responding | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |

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

| Item # | Statute, Regulation, or Proviso Number | State or Federal | Summary of Statutory Requirement and/or Authority Granted | Is the law a Statute, Proviso or Regulation? |
|---|---|---|---|---|
| 1 | State Constitution | State | Section 8 and Section 10 of the South Carolina Constitution details the constitutional qualifications requirements for Lieutenant Governor and the Office of the Lieutenant Governor. | Constitutional |
| 2 | 43-21-10 | State | Establishes the Lieutenant Governor's Office on Aging as the State Unit on Aging in South Carolina. | Statute |
| 3 | 43-21-40 | State | Office shall be the state agency to implement and administer all programs of the federal government relating to aging. The office shall study, investigate, plan, promote, and execute a program to meet the present and future needs of aging citizens of the state. | Statute |
| 4 | 43-35-15 | State | Establishes the Office on Aging's role with vulnerable adults and establishes the Ombudsman Program. | Statute |
| 5 | 43-35-45, 43-35-290, | State | State Code pertaining to the Vulnerable Adult Guardian ad Litem Program in the Office on Aging. | Statute |
| 6 | 43-35-310, 43-35-320 | State | State Code pertaining to the Adult Protection Coordination Council and the role that the Office on Aging plays as a member of the Council. | Statute |
| 7 | 43-35-310, 43-35-320, 43-35-290, and 43-35-45(C) | | Adult Guardian ad Litem program placed under the authority of the Lieutenant Governor's Office on Aging and temporarily coordinated by USC through contractual agreement. | Statute and Proviso |
| 7 | 33-36-320 | State | Alzheimer's Resource Coordination Center at the Office on Aging. | Statute |

# Legal Standards

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|---|---|---|---|---|
| 8 | Older Americans Act | Federal | The Federal Code of Laws which government the United States Department of Health and Human Service's Administration on Aging and Administration for Community Living and the Lieutenant Governor's Office on Aging, as the Federally designated State Unit on Aging. | Statute |

# Mission, Vision and Goals

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

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|---|---|
| Agency Responding | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

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

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| Mission | The mission for the Office of the Lieutenant Governor is to fulfill the state constitutional duties of the Office and the Lieutenant Governor’s role as President of the Senate. As South Carolina’s second highest ranking Constitutional Officer, the Lieutenant Governor provides leadership on legislative matters and public policy, and serves as the chief advocate for the state’s senior citizens. In addition, the Lieutenant Governor’s Office works to meet the present and future needs of seniors and to enhance the quality of life for seniors through advocating, planning, and developing resources in partnership with federal, state, and local governments, nonprofits, the private sector and individuals. |
| Legal Basis for agency's mission | The legal basis for the agency's mission is based on the constitutional role of the Office of the Lieutenant Governor and state code and the federal Older Americans Act which govern the operations of the Lieutenant Governor's Office on Aging. (State Code 43-21-10) |
| Vision | To identify and meet the needs of our most vulnerable senior citizens, and to work toward allowing them to remain in their homes, safely and independently, for as long as possible. |
| Legal Basis for agency's vision | The legal basis for the agency's vision is based on the constitutional role of the Office of the Lieutenant Governor and state code and the federal Older Americans Act which govern the operations of the Lieutenant Governor's Office on Aging. (State Code 43-21-10) |

*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<br>Measurable<br>Attainable<br>Relevant<br>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

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|---|---|---|---|---|---|---|
| 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act | Goal 1 - Increase the network's capacity to provide person-centered services for Seniors and Adults with Disabilities. | The Title III services provided by the LGOA and through the aging network are based on need and available funding, thereby making measureable outcomes difficult to set. The S.M.A.R.T. criteria is met by (1) strengthening the coordination of aging services in South Carolina. (2) Assuring that seniors with the greatest social and economic needs are given priority for services; (3) maintaining a volunteer database; (4) enhancing and improve South Carolina's senior centers; (5) modernization of statewide nutrition program; and (6) delivering services efficiently and in a competitive manner. | The Title III services provided by the LGOA and through the aging network are based on need and available funding, thereby making measureable outcomes difficult to set. Outcomes include: providing current policies and procedures, training opportunities; updated and revised nutrition policies and that meet state and federal safety and quality guidelines, guidance for enhancing senior centers, collecting client data, and conducting assessments which shows that seniors with the greatest needs are being served. | Mark Plowden and all LGOA staff. | 12+ | Chief of Staff and LGOA staff |
| 43-21-10, 43-36-15, 33-36-320, 43-35-290, 43-35-45(C), and the federal Older Americans Act | Goal 2 - Advocate and intervene to prevent abuse, neglect and exploitation of seniors and adults with disabilities. | The S.M.A.R.T. criteria is met by (1) to increasing access to the Ombudsman Program; (2) Improving access to legal services; and (3) providing oversight of the Adult Guardian ad Litem Program. | Outcomes include: meeting the objectives and mandates of the Federal Older Americans Act and 43-36-15 of State Code. | Dale Watson | 12+ | State Ombudsman |

# 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.

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|---|---|
| Agency Responding | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

*Instructions* :

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

| Legal Responsibilities Satisfied: | *Strategic Plan Part and Description* | How it is S.M.A.R.T.: | Public Benefit/Intended Outcome: | 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... <u>S</u>pecific; <u>M</u>easurable; <u>A</u>ttainable; <u>R</u>elevant; and <u>T</u>ime-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 | | | | | | |

# Strategy, Objectives and Responsibility

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| 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act. | Goal 1 - *Increase the network's capacity to provide person-centered services for Seniors and Adults with Disabilities.* | The Title III services provided by the LGOA and through the aging network are based on need and available funding, thereby making measureable outcomes difficult to set. The S.M.A.R.T. criteria is met by (1) strengthening the coordination of aging services in South Carolina. (2) Assuring that seniors with the greatest social and economic needs are given priority for services; (3) maintaining a volunteer database; (4) enhancing and improve South Carolina's senior centers; (5) modernization of statewide nutrition program; and (6) delivering services efficiently and competitively. | *The Title III services provided by the LGOA and through the aging network are based on need and available funding, thereby making measureable outcomes difficult to set. Outcomes include: providing current policies and procedures, training opportunities; updated and revised nutrition policies and that meet state and federal safety and quality guidelines, guidance for enhancing senior centers, collecting client data, and conducting assessments which shows that seniors with the greatest needs are being served.* | *Mark Plowden and LGOA staff* | 12+ | *Chief of Staff and LGOA program staff* | *1301 Gervais Street, Suite 350, Columbia, SC 29201* | *LGOA* | *Federally and state designated Unit on Aging.* |
| The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a" | Strategy 1.1 - *Strengthen the coordination of aging services in South Carolina.* | The aging services provided by the LGOA and through the aging network are based on need and available funding, thereby making measureable outcomes difficult to set. | Outcome is to deliver services efficiently with true accountability. | Mark Plowden and LGOA staff | 12+ | Chief of Staff and LGOA program staff | 1301 Gervais Street, Suite 350, Columbia, SC 29201 | LGOA | Federally and state designated Unit on Aging. |
| Constitution of the State of South Carolina | *Objective 1.1.1 - To provide administrative funding to perform the constitutional duties of the Office of the Lieutenant Governor.* | To administer the constitutional duties of the Office of the Lieutenant Governor. | *Outcome is to manage the Office of the Lieutenant Governor and to administer the constitutional duties of the office.* | *Lieutenant Governor McMaster and Mark Plowden* | 12+ | *Lieutenant Governor and Chief of Staff* | *The State House* | *Lieutenant Governor's Office* | *Constitutional Office* |
| 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act. | *Objective 1.1.2- To provide administrative funding to meet the statutory and regulatory duties of the Lieutenant Governor's Office on Aging.* | To develop policies, procedures, and protocols which aids the Aging Network in the delivery of services. | *Outcome is to deliver services efficiently with true accountability.* | *LGOA Program Staff* | 12+ | *LGOA Program Staff* | *1301 Gervais Street, Suite 350, Columbia, SC 29201* | *LGOA* | *Federally and state designated Unit on Aging.* |
| 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act. | *Objective 1.1.3 - To provide pass through funding to outside entities delivering aging services funded by the LGOA.* | To provide funding to outside entities delivering aging services in South Carolina. | *Outcome is to deliver services efficiently, with true accountability. (Aging services provided through the LGOA are based on need, and available funding.)* | *LGOA Program Staff* | 12+ | *LGOA Program Staff* | *1301 Gervais Street, Suite 350, Columbia, SC 29201* | *LGOA* | *Federally and state designated Unit on Aging.* |

# Strategy, Objectives and Responsibility

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| 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act. | *Objective 1.1.4 - To provide funds used to deliver the aging services required by Title III of the federal Older Americans Act.* | To develop policies, procedures, and protocols which aids the Aging Network in the delivery of services. | *Outcome is to deliver services efficiently with true accountability. (Aging services provided through the LGOA are based on need, and available funding.)* | *LGOA Program Staff* | *12+* | *LGOA Program Staff* | *1301 Gervais Street, Suite 350, Columbia, SC 29201* | *LGOA* | *Federally and state designated Unit on Aging.* |
| 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act. | *Objective 1.1.5 - To provide funds used to deliver the aging services required by Title VII of the federal Older Americans Act.* | To develop policies, procedures, and protocols which aids the Aging Network in the delivery of services. | *Outcome is to deliver services efficiently with true accountability. (Aging services provided through the LGOA are based on need, and available funding.)* | LGOA Program Staff | 12+ | LGOA Program Staff | 1301 Gervais Street, Suite 350, Columbia, SC 29201 | LGOA | Federally and state designated Unit on Aging. |
| 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act. | *Objective 1.1.6 - To provide the funds necessary to meet employee contributions for Retirement, FICA, Workers Compensation, Health Insurance, and Unemployment Insurance for agency staff.* | To coordinate employee contributions and fringe. | To coordinate employee contributions and fringe. | Finance Staff and Human Resources | 12+ | Ruchelle Ellison and Jessica Lovelace | 1301 Gervais Street, Suite 350, Columbia, SC 29201 | LGOA | Federally and state designated Unit on Aging. |
| 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act. | *Objective 1.1.7 - To provide State Home and Community Based Service funds to supplement federal funding for aging services.* | To develop policies, procedures, and protocols which aids the Aging Network in the delivery of services. | To provide information which assists seniors in making wise decisions based on their personal needs. (Aging services provided through the LGOA are based on need, and available funding.) | LGOA Program Staff | 12+ | LGOA Program Staff | 1301 Gervais Street, Suite 350, Columbia, SC 29201 | LGOA | Federally and state designated Unit on Aging. |
| 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act. | *Objective 1.1.8 - To provide federal and state funding to meet the caregiving needs of South Carolinians.* | To develop policies, procedures, and protocols which aids the Aging Network in the delivery of caregiver services. | Outcome is to successfully serve South Carolina caregivers. (Aging services provided through the LGOA are based on need, and available funding.) | Caregiver Coordinator | 12+ | Elizabeth Ford | 1301 Gervais Street, Suite 350, Columbia, SC 29201 | | |
| 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act. | *Objective 1.1.9 - To provide federal and state funding to coordinate Alzheimer's services and programming.* | To develop policies, procedures, and protocols which aids the Aging Network in the delivery of Alzheimer's services. | Outcome is to successfully serve seniors and their caregivers with Alzheimer's services and programming. | Alzheimer's Manager | 12+ | Elizabeth Ford | 1301 Gervais Street, Suite 350, Columbia, SC 29201 | | |
| 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act. | *1.1.10 - To Provide Permanent Improvement Project grant funds to enhance and improve senior centers.* | To develop policies, procedures, and protocols which aids the Aging Network in the improvement of senior centers. | Outcome is to provide guidance to senior centers in order to give them the tools necessary to serve a growing senior population. In addition, to provide funds when available to enhance facilities and operations. | PIP Coordinator | 12+ | Gerry Dickinson | 1301 Gervais Street, Suite 350, Columbia, SC 29201 | | |
| 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act. | Goal 2 - Advocate and intervene to prevent abuse, neglect and exploitation of seniors and adults with disabilities. | The S.M.A.R.T. criteria is met by (1) to increasing access to the Ombudsman Program; (2) Improving access to legal services; and (3) providing oversight of the Adult Guardian ad Litem Program. | Outcomes include: meeting the objectives and mandates of the Federal Older Americans Act and 43-36-15 of State Code. (The Ombudsman Program is a priority of the Older Americans Act.) | State Ombudsman | 12+ | Dale Watson | 1301 Gervais Street, Suite 350, Columbia, SC 29201 | LGOA | Federally and state designated Unit on Aging. |

# Strategy, Objectives and Responsibility

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|---|---|---|---|---|---|---|---|---|---|
| 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act. | Strategy 2.1 - Increase senior access and awareness to programs and services to prevent abuse, neglect and exploitation of seniors and adults with disabilities. | The S.M.A.R.T. criteria is met by increasing senior access and awareness to programs and services to prevent abuse, neglect and exploitation of seniors and adults with disabilities. | Outcomes include: meeting the objectives and mandates of the Federal Older Americans Act and 43-36-15 of State Code. (The Ombudsman Program is a priority of the Older Americans Act.) | State Ombudsman | 12+ | Dale Watson | 1301 Gervais Street, Suite 350, Columbia, SC 29201 | LGOA | Federally and state designated Unit on Aging. |
| 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act. | *Objective 2.1.1. - To provide federal and state funding to perform the statutory duties of the State Ombudsman Program.* | The S.M.A.R.T. criteria is met by increasing access to the Ombudsman Program. | Outcomes include: meeting the objectives and mandates of the Federal Older Americans Act and 43-36-15 of State Code. (The Ombudsman Program is a priority of the Older Americans Act.) | State Ombudsman | 12+ | Dale Watson | 1301 Gervais Street, Suite 350, Columbia, SC 29201 | LGOA | Federally and state designated Unit on Aging. |
| 43-21-10, 43-36-15, 33-36-320, 43-35-290, and 43-35-45(C) | *Objective 2.1.2 - To coordinate the Adult Guardian ad Litem program.* | The S.M.A.R.T. criteria is met by providing oversight of the Adult Guardian ad Litem Program. | Outcomes include: Assisting vulnerable adults needing Guardian ad Litem services through contract with the University of South Carolina. | Guardian ad Litem Director | 12+ | Maria Patton, Director of the SC Vulnerable Adult Guardian ad Litem Volunteer Program | USC Arnold School of Health, Office for the Study of Aging, 730 Devine Street, Suite 111, Columbia, SC 29208 | USC Office for the Study of Aging | Contracted with the LGOA |
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# 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.

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|---|---|
| Agency Responding | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

*Instructions* :

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

| Name of Agency Program | Description of Program | Legal Statute or Proviso Requiring the Program | Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart)<br><br>List **ONLY ONE** strategic objective per row. |
|---|---|---|---|
| I. Administration for Office of the Lieutenant Governor | Fulfills constitutional duties and serves as President of the Senate. Provides executive leadership, constituent services, and leads the Office on Aging. | The State Constitution of South Carolina. | 1.1.1 - 2.1.2 |
| IIA. Administration for Office on Aging | Provides leadership, training, coordination to promote services to seniors. | 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act | 1.1.1 - 2.1.2 |
| IIB. Aging Assistance | Provides funding for aging services and programs in order to improve the quality and length of life for South Carolina's seniors. | 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act | 1.1.1 - 2.1.2 |
| C. Employer Contribution | Provides for Retirement, FICA, Workers Compensation, Health Insurance, and Unemployment Insurance for agency staff. | 43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act | 1.1.1 - 2.1.2 |

# 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.

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|---|---|
| Agency Responding | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-2016 |

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

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

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

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

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

| Source of Funds: | Totals | *Lieutenant Governor's Office - Administration* | *Lieutenant Governor's Office on Aging - Administration* | *Pass through to Contracted Entities* | *Title III* | *Title VII* | *Home Community Based Services* | *Family Caregivers* | *Alzheimer's Services* | *Permanent Improvement Projects* | *Ombudsman Program* | *South Carolina Vulnerable Adult Guardian ad Litem Program* | *Fringe* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Is the source state, other or federal funding: | Totals | *State Funds* | *State, Federal, and Other Funds* | *State, Federal, and Other Funds* | *Federal Funds plus State Matching Funds* | *Federal Funds plus State Matching Funds* | *State Funds* | *State Funds* | *State Funds* | *Other Funds* | *Federal Funds plus State Matching Funds* | *State Funds* | *State, Federal, and Other Funds* |
| Is funding recurring or one-time? | Totals | *Recurring funding* | *Recurring Funding* | *Recurring Funding* | *Recurring Funding* | *Recurring Funding* | *Recurring Funding* | *Recurring Funding* | *Recurring Funding* | *Recurring Funding* | *Recurring Funding* | *Recurring Funding* | *Recurring Funding* |
| **$ From Last Year Available to Spend this Year** | | | | | | | | | | | | | |
| Amount available at end of previous fiscal year | | - | 729,163.98 | - | - | - | 1,806,577.81 | 1,684,359.17 | 60,145.17 | - | - | - | - |
| **Amount available at end of previous fiscal year that agency can actually use this fiscal year:** | | - | 729,163.98 | - | - | - | 1,806,577.81 | 1,684,359.17 | 60,145.17 | - | - | - | - |
| If the amounts in the two rows above are not the same, explain why : | Enter explanation for each fund to the right | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| **$ Estimated to Receive this Year** | | | | | | | | | | | | | |
| Amount budgeted/estimated to receive in this fiscal year: | | 428,153.00 | 3,856,793.00 | 10,287,293.00 | 17,125,922.00 | 655,260.00 | 9,472,000.00 | 1,000,000.00 | 150,000.00 | 1,771,538.00 | 1,387,447.00 | 529,827.00 | 1,014,546.00 |
| **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): | | 428,153.00 | 4,585,956.98 | 10,287,293.00 | 17,125,922.00 | 655,260.00 | 11,278,577.81 | 2,684,359.17 | 210,145.17 | 1,771,538.00 | 1,387,447.00 | 529,827.00 | 1,014,546.00 |

51,959,025.13

Explanations from the Agency regarding Part B: *Agency services are needs-based and dependent on the available funding.*

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

| Source of Funds: (the rows to the left should populate automatically from what the agency entered in Part A) | Totals | Lieutenant Governor's Office - Administration | Lieutenant Governor's Office on Aging - Administration | Pass through to Contracted Entities | Title III | Title VII | Home Community Based Services | Family Caregivers | Alzheimer's Services | Permanent Improvement Projects | Ombudsman Program | South Carolina Vulnerable Adult Guardian ad Litem Program | Fringe |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Is source state, other or federal funding: (the rows to the left should populate automatically from what the agency entered in Part A) | Totals | State Funds | State, Federal, and Other Funds | State, Federal, and Other Funds | Federal Funds plus State Matching Funds | Federal Funds plus State Matching Funds | State Funds | State Funds | State Funds | Other Funds | Federal Funds plus State Matching Funds | State Funds | State, Federal, and Other Funds |
| Restrictions on how agency is able to spend the funds from this source: | n/a | No | No | Yes | Yes | Yes | *Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| **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) | $0 | 428,153 | 4,585,957 | 10,287,293 | 17,125,922 | 655,260 | 11,278,578 | 2,684,359 | 210,145 | 1,771,538 | 1,387,447 | 529,827 | 1,014,546 |
| 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 | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| **Where Agency Budgeted to Spend Money this Year** | | | | | | | | | | | | | |
| *Objective 1.1.1 - To provide administrative funding to perform the constitutional duties of the Office of the Lieutenant Governor.* | | 428,153 | | | | | | | | | | | |
| *Objective 1.1.2 - To provide administrative funding to meet the statutory and regulatory duties of the Lieutenant Governor's Office on Aging.* | | | 4,585,957 | | | | | | | | | | |
| *Objective 1.1.3 - To provide pass-through funds to contracted entities to deliver services to seniors.* | | | | 10,287,293 | | | | | | | | | |
| *Objective 1.1.4 - To provide funds used to deliver the aging services required by Title III of the federal Older Americans Act.* | | | | | 17,125,922 | | | | | | | | |
| *Objective 1.1.5 - To provide funds used to deliver the aging services required by Title VII of the federal Older Americans Act.* | | | | | | 655,260 | | | | | | | |
| *Objective 1.1.6 - To provide the funds necessary to meet employee contributions for Retirement, FICA, Workers Compensation, Health Insurance, and Unemployment Insurance for agency staff.* | | | | | | | | | | | | | 1,014,546 |
| *Objective 1.1.7 - To provide State Home and Community Based Service funds to supplement federal funding for aging services.* | | | | | | | 11,278,578 | | | | | | |
| *Objective 1.1.8 - To provide federal and state funding to meet the caregiving needs of South Carolinians.* | | | | | | | | 2,684,359 | | | | | |
| *Objective 1.1.9 - To provide federal and state funding to coordinate Alzheimer's services and programming.* | | | | | | | | | 210,145 | | | | |
| *Objective 1.1.10 - To fund the Permanent Improvement Project grant program to enhance South Carolina senior centers.* | | | | | | | | | | 1,771,538 | | | |
| *Objective 3.1.1. - To provide federal and state funding to perform the statutory duties of the State Ombudsman Program.* | | | | | | | | | | | 1,387,447 | | |
| *Objective 3.1.2 - To coordinate the an Adult Guardian ad Litem program.* | | | | | | | | | | | | 529,827 | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| *Unrelated Purpose #1 - insert description:* | | | | | | | | | | | | | |
| *Unrelated Purpose #2 - insert description:* | | | | | | | | | | | | | |
| *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) | | 428,153 | 4,585,957 | 10,287,293 | 17,125,922 | 655,260 | 11,278,578 | 2,684,359 | 210,145 | 1,771,538 | 1,387,447 | 529,827 | 1,014,546 |

# 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 | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

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

| | | |
|---|---|---|
| **Strategic Plan Context** | | |
| # and description of Goal the Objective is helping accomplish: | *Goal 1 - Increase the network's capacity to provide person-centered services for Seniors and Adults with Disabilities.* | Copy and paste this from the second column of the Mission, Vision and Goals Chart |
| Legal responsibilities satisfied by Goal: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act* | 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 - Strengthen the coordination of aging services in South Carolina.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| **Objective** | | |
| Objective # and Description: | *Objective 1.1.1 - Objective 1.1.1 - To provide administrative funding to perform the constitutional duties of the Office of the Lieutenant Governor.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| Legal responsibilities satisfied by Objective: | *The Constitution of the State of South Carolina.* | Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart |
| Public Benefit/Intended Outcome: | *To administer the constitutional duties of the Lieutenant Governor's Office.* | Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart |
| **Agency Programs Associated with Objective** | | |
| Program Names: | *IIA. Administration for Office on Aging, IIB. Aging Assistance, and C. Employer Contribution* | 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: | *Mark Plowden* | Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart |
| Number of Months Responsible: | 12+ | |
| Position: | *Chief of Staff* | |
| Office Address: | *The State House* | |
| Department or Division: | *All* | |
| Department or Division Summary: | *To fulfill the constitutional duties of the Office of the Lieutenant Governor.* | |

# Objective Details

| Amount Budgeted and Spent To Accomplish Objective | | |
|---|---|---|
| Total Budgeted for this fiscal year: | $428,153 | Copy and paste this information from the Strategic Budgeting Chart |
| Total Actually Spent: | *Agency will provide next year* | |

PERFORMANCE MEASURES

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

Types of Performance Measures:
***Outcome Measure*** - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
***Efficiency Measure*** - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
***Output Measure*** - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
***Input/Explanatory/Activity Measure*** - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

| How the Agency is Measuring its Performance | |
|---|---|
| Objective Number and Description | Objective 1.1.1 - Objective 1.1.1 - To provide administrative funding to perform the constitutional duties of the Office of the Lieutenant Governor. |
| Performance Measure: | To administer the constitutional duties of the Office of the Lieutenant Governor. |
| Type of Measure: | *Outcome is to manage the Office of the Lieutenant Governor and to administer the constitutional duties of the office.* |
| Results | |
| 2013-14 Actual Results (as of 6/30/14): | NA |
| 2014-15 Target Results: | To administer the constitutional duties of the Office of the Lieutenant Governor. |
| 2014-15 Actual Results (as of 6/30/15): | To administer the constitutional duties of the Office of the Lieutenant Governor. |
| 2015-16 Minimum Acceptable Results: | To administer the constitutional duties of the Office of the Lieutenant Governor. |
| 2015-16 Target Results: | To administer the constitutional duties of the Office of the Lieutenant Governor. |
| Details | |

# Objective Details

| | | |
|---|---|---|
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) | Yes | Yes, through the Annual Agency Accountability Report. |
| What are the names and titles of the individuals who chose this as a performance measure? | NA | |
| Why was this performance measure chosen? | NA | |
| If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? | NA | |
| What are the names and titles of the individuals who chose the target value for 2015-16? | Mark Plowden | |
| 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? | Constitutional duties of the Office of the Lieutenant Governor. | |
| 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? | NA | |

## 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 | *NA* |
| Level Requires Outside Help | *NA* |
| Outside Help to Request | *NA* |
| Level Requires Inform General Assembly | *NA* |
| 3 General Assembly Options | *NA* |

## 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) |
|---|---|---|---|
| *Fiscal - Accounting Records* | *Requested by Lieutenant Governor* | *State Auditor* | *Date Review Began (06/30/2014) and Date Review Ended (08/28/2015)* |
| | | | |

## 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? |
|---|---|---|

# Objective Details

| | | |
|---|---|---|
| AARP SC | *Aging partner* | Non-profit |
| Area Agencies on Aging | AAAs contract to deliver aging services | Non-profit |
| Aging Providers | Providers deliver services | Non-profit, governmental, for-profit |

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 | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

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

| | | |
|---|---|---|
| **Strategic Plan Context** | | |
| # and description of Goal the Objective is helping accomplish: | *Goal 1 - Increase the network's capacity to provide person-centered services for Seniors and Adults with Disabilities.* | Copy and paste this from the second column of the Mission, Vision and Goals Chart |
| Legal responsibilities satisfied by Goal: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act* | 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 - Strengthen the coordination of aging services in South Carolina.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| **Objective** | | |
| Objective # and Description: | *Objective 1.1.2 - To provide administrative funding to meet the statutory and regulatory duties of the Lieutenant Governor's Office on Aging.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| Legal responsibilities satisfied by Objective: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act.* | Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart |
| Public Benefit/Intended Outcome: | *To provide aging services and serve a growing senior population.* | Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart |
| **Agency Programs Associated with Objective** | | |
| Program Names: | *IIA. Administration for Office on Aging, IIB. Aging Assistance, and C. Employer Contribution* | 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: | *LGOA Program Staff* | Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart |
| Number of Months Responsible: | 12+ | |

| | |
|---|---|
| Position: | *LGOA Program Staff* |
| Office Address: | *1301 Gervais Street, Suite 350, Columbia, SC 29205* |
| Department or Division: | *All* |
| Department or Division Summary: | *To provide aging services and serve a growing senior population.* |
| Amount Budgeted and Spent To Accomplish Objective | |
| Total Budgeted for this fiscal year: | 4,585,957 |
| Total Actually Spent: | *Agency will provide next year* |

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

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

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

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

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

| | |
|---|---|
| Objective Number and Description | Objective 1.1.2 - To provide administrative funding to meet the statutory and regulatory duties of the Lieutenant Governor's Office on Aging. |
| Performance Measure: | To develop policies, procedures, and protocols which aids the Aging Network in the delivery of services. (Aging services provided through the LGOA are based on need, and available funding.) |

| | | |
|---|---|---|
| Type of Measure: | *Outcome is to deliver services efficiently, with true accountability.* | |
| Results | | |
| 2013-14 Actual Results (as of 6/30/14): | Efficient delivery of aging services. | |
| 2014-15 Target Results: | Efficient delivery of aging services. | |
| 2014-15 Actual Results (as of 6/30/15): | Efficient delivery of aging services. | |
| 2015-16 Minimum Acceptable Results: | Efficient delivery of aging services. | |
| 2015-16 Target Results: | Efficient delivery of aging services. | |
| Details | | |
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) | Yes | Yes, the federal government requires the tracking of client/service data for reporting purposes. The State requires the submission of an Annual Agency Accountability Report. |
| What are the names and titles of the individuals who chose this as a performance measure? | The Chief of Staff and LGOA Program Staff. | |
| Why was this performance measure chosen? | To demonstrate the efficient delivery of aging services. | |
| If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? | NA | |
| What are the names and titles of the individuals who chose the target value for 2015-16? | The Chief of Staff and LGOA Program Staff. | |
| 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? | Efficient delivery of aging services. | |
| 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? | NA | |

## 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 | *Seniors not receiving aging services.* |
| Level Requires Outside Help | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Outside Help to Request | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Level Requires Inform General Assembly | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |
| 3 General Assembly Options | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |

## 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) |
|---|---|---|---|
| *Fiscal - Accounting Review* | *Requested by the Lieutenant Governor* | *State Auditor* | *Date Review Began (06/30/2014) and Date Review Ended (08/28/2015)* |
| | | | |

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? |
|---|---|---|
| AARP SC | *Collaborative partners* | Non-profit |
| Area Agencies on Aging | Contracted service delivery | Non-profit |
| Regional Service Providers | Providers contract with AAAs to deliver regional services | Non-profit, governmental, for-profit |

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 | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

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

| | | |
|---|---|---|
| **Strategic Plan Context** | | |
| # and description of Goal the Objective is helping accomplish: | *Goal 1 - Increase the network's capacity to provide person-centered services for Seniors and Adults with Disabilities.* | Copy and paste this from the second column of the Mission, Vision and Goals Chart |
| Legal responsibilities satisfied by Goal: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act* | 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 - Strengthen the coordination of aging services in South Carolina.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| **Objective** | | |
| Objective # and Description: | *Objective 1.1.3 - To provide pass through funding to outside entities delivering aging services funded by the LGOA.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| Legal responsibilities satisfied by Objective: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act.* | Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart |
| Public Benefit/Intended Outcome: | *To provide aging services and serve a growing senior population.* | Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart |
| **Agency Programs Associated with Objective** | | |
| Program Names: | *IIA. Administration for Office on Aging, IIB. Aging Assistance, and C. Employer Contribution* | 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: | *LGOA Program Staff* | Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart |
| Number of Months Responsible: | 12+ | |
| Position: | *LGOA Program Staff* | |

| | |
|---|---|
| Office Address: | *1301 Gervais Street, Suite 350, Columbia, SC 29205* |
| Department or Division: | *All* |
| Department or Division Summary: | *To provide aging services and serve a growing senior population.* |

**Amount Budgeted and Spent To Accomplish Objective**

| | | |
|---|---|---|
| Total Budgeted for this fiscal year: | 10,287,293 | Copy and paste this information from the Strategic Budgeting Chart |
| Total Actually Spent: | *Agency will provide next year* | |

PERFORMANCE MEASURES

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

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

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

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

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

Types of Performance Measures:

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

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

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

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

**How the Agency is Measuring its Performance**

| | |
|---|---|
| Objective Number and Description | Objective 1.1.3 - To provide pass through funding to outside entities delivering aging services funded by the LGOA. |
| Performance Measure: | To develop policies, procedures, and protocols which aids the Aging Network in the delivery of services. (Aging services provided through the LGOA are based on need, and available funding.) |
| Type of Measure: | *Outcome is to deliver services efficiently, with true accountability.* |
| **Results** | |

| | | |
|---|---|---|
| 2013-14 Actual Results (as of 6/30/14): | Efficient delivery of aging services. | |
| 2014-15 Target Results: | Efficient delivery of aging services. | |
| 2014-15 Actual Results (as of 6/30/15): | Efficient delivery of aging services. | |
| 2015-16 Minimum Acceptable Results: | Efficient delivery of aging services. | |
| 2015-16 Target Results: | Efficient delivery of aging services. | |
| **Details** | | |
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) | Yes | Yes, the federal government requires the tracking of client/service data for reporting purposes. The State requires the submission of an Annual Agency Accountability Report. |
| What are the names and titles of the individuals who chose this as a performance measure? | The Chief of Staff and LGOA Program Staff. | |
| Why was this performance measure chosen? | To demonstrate the efficient delivery of aging services. | |
| If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? | NA | |
| What are the names and titles of the individuals who chose the target value for 2015-16? | The Chief of Staff and LGOA Program Staff. | |
| 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? | Efficient delivery of aging services. | |
| 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? | NA | |

## 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 | *Seniors not receiving aging services.* |
| Level Requires Outside Help | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Outside Help to Request | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Level Requires Inform General Assembly | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |
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## 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.

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|---|---|---|---|
| *Fiscal - Accounting Review* | *Requested by the Lieutenant Governor* | *State Auditor* | *Date Review Began (06/30/2014) and Date Review Ended (08/28/2015)* |
| | | | |

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? |
|---|---|---|
| AARP SC | *Collaborative partners* | Non-profit |
| Area Agencies on Aging | Contracted service delivery | Non-profit |
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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 | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

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

| | | |
|---|---|---|
| **Strategic Plan Context** | | |
| # and description of Goal the Objective is helping accomplish: | *Goal 1 - Increase the network's capacity to provide person-centered services for Seniors and Adults with Disabilities.* | Copy and paste this from the second column of the Mission, Vision and Goals Chart |
| Legal responsibilities satisfied by Goal: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act* | 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 - Strengthen the coordination of aging services in South Carolina.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| **Objective** | | |
| Objective # and Description: | *Objective 1.1.4 - To provide funds used to deliver the aging services required by Title III of the federal Older Americans Act.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| Legal responsibilities satisfied by Objective: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act.* | Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart |
| Public Benefit/Intended Outcome: | *To provide aging services and serve a growing senior population.* | Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart |
| **Agency Programs Associated with Objective** | | |
| Program Names: | *IIA. Administration for Office on Aging, IIB. Aging Assistance, and C. Employer Contribution* | 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: | *LGOA Program Staff* | Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart |
| Number of Months Responsible: | 12+ | |
| Position: | *LGOA Program Staff* | |

| | |
|---|---|
| Office Address: | *1301 Gervais Street, Suite 350, Columbia, SC 29205* |
| Department or Division: | *All* |
| Department or Division Summary: | *To provide aging services and serve a growing senior population.* |

| Amount Budgeted and Spent To Accomplish Objective | | |
|---|---|---|
| Total Budgeted for this fiscal year: | 17,125,922 | 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).

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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:

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

| How the Agency is Measuring its Performance | |
|---|---|
| Objective Number and Description | Objective 1.1.4 - To provide funds used to deliver the aging services required by Title III of the federal Older Americans Act. |
| Performance Measure: | To develop policies, procedures, and protocols which aids the Aging Network in the delivery of services. (Aging services provided through the LGOA are based on need, and available funding.) |
| Type of Measure: | *Outcome is to deliver services efficiently, with true accountability.* |
| Results | |

| | | |
|---|---|---|
| 2013-14 Actual Results (as of 6/30/14): | Efficient delivery of aging services. | |
| 2014-15 Target Results: | Efficient delivery of aging services. | |
| 2014-15 Actual Results (as of 6/30/15): | Efficient delivery of aging services. | |
| 2015-16 Minimum Acceptable Results: | Efficient delivery of aging services. | |
| 2015-16 Target Results: | Efficient delivery of aging services. | |
| Details | | |
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) | Yes | Yes, the federal government requires the tracking of client/service data for reporting purposes. The State requires the submission of an Annual Agency Accountability Report. |
| What are the names and titles of the individuals who chose this as a performance measure? | The Chief of Staff and LGOA Program Staff. | |
| Why was this performance measure chosen? | To demonstrate the efficient delivery of aging services. | |
| If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? | NA | |
| What are the names and titles of the individuals who chose the target value for 2015-16? | The Chief of Staff and LGOA Program Staff. | |
| 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? | Efficient delivery of aging services. | |
| 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? | NA | |

POTENTIAL NEGATIVE IMPACT

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| | |
|---|---|
| Most Potential Negative Impact | *Seniors not receiving aging services.* |
| Level Requires Outside Help | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Outside Help to Request | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Level Requires Inform General Assembly | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |
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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) |
|---|---|---|---|
| *Fiscal - Accounting Review* | *Requested by the Lieutenant Governor* | *State Auditor* | *Date Review Began (06/30/2014) and Date Review Ended (08/28/2015)* |
| | | | |

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? |
|---|---|---|
| AARP SC | *Collaborative partners* | Non-profit |
| Area Agencies on Aging | Contracted service delivery | Non-profit |
| Regional Service Providers | Providers contract with AAAs to deliver regional services | Non-profit, governmental, for-profit |

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 | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

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

| | | |
|---|---|---|
| **Strategic Plan Context** | | |
| # and description of Goal the Objective is helping accomplish: | *Goal 1 - Increase the network's capacity to provide person-centered services for Seniors and Adults with Disabilities.* | Copy and paste this from the second column of the Mission, Vision and Goals Chart |
| Legal responsibilities satisfied by Goal: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act* | 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 - Strengthen the coordination of aging services in South Carolina.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| **Objective** | | |
| Objective # and Description: | *Objective 1.1.5 - To provide funds used to deliver the aging services required by Title VII of the federal Older Americans Act.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| Legal responsibilities satisfied by Objective: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act.* | Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart |
| Public Benefit/Intended Outcome: | *To provide aging services and serve a growing senior population.* | Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart |
| **Agency Programs Associated with Objective** | | |
| Program Names: | *IIA. Administration for Office on Aging, IIB. Aging Assistance, and C. Employer Contribution* | 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: | *LGOA Program Staff* | Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart |
| Number of Months Responsible: | 12+ | |
| Position: | *LGOA Program Staff* | |

| | |
|---|---|
| Office Address: | *1301 Gervais Street, Suite 350, Columbia, SC 29205* |
| Department or Division: | *All* |
| Department or Division Summary: | *To provide aging services and serve a growing senior population.* |
| **Amount Budgeted and Spent To Accomplish Objective** | |
| Total Budgeted for this fiscal year: | 655,260 |
| Total Actually Spent: | *Agency will provide next year* |

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

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

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

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

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

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

Types of Performance Measures:

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

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

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

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

| How the Agency is Measuring its Performance | |
|---|---|
| Objective Number and Description | Objective 1.1.5 - To provide funds used to deliver the aging services required by Title VII of the federal Older Americans Act. |
| **Performance Measure:** | To develop policies, procedures, and protocols which aids the Aging Network in the delivery of services. (Aging services provided through the LGOA are based on need, and available funding.) |
| **Type of Measure:** | *Outcome is to deliver services efficiently, with true accountability.* |
| Results | |

| | | |
|---|---|---|
| 2013-14 Actual Results (as of 6/30/14): | Efficient delivery of aging services. | |
| 2014-15 Target Results: | Efficient delivery of aging services. | |
| 2014-15 Actual Results (as of 6/30/15): | Efficient delivery of aging services. | |
| 2015-16 Minimum Acceptable Results: | Efficient delivery of aging services. | |
| 2015-16 Target Results: | Efficient delivery of aging services. | |
| Details | | |
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) | Yes | Yes, the federal government requires the tracking of client/service data for reporting purposes. The State requires the submission of an Annual Agency Accountability Report. |
| What are the names and titles of the individuals who chose this as a performance measure? | The Chief of Staff and LGOA Program Staff. | |
| Why was this performance measure chosen? | To demonstrate the efficient delivery of aging services. | |
| If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? | NA | |
| What are the names and titles of the individuals who chose the target value for 2015-16? | The Chief of Staff and LGOA Program Staff. | |
| 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? | Efficient delivery of aging services. | |
| 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? | NA | |

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 | *Seniors not receiving aging services.* |
| Level Requires Outside Help | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Outside Help to Request | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Level Requires Inform General Assembly | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |
| 3 General Assembly Options | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |

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) |
|---|---|---|---|
| *Fiscal - Accounting Review* | *Requested by the Lieutenant Governor* | *State Auditor* | *Date Review Began (06/30/2014) and Date Review Ended (08/28/2015)* |
| | | | |

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? |
|---|---|---|
| AARP SC | *Collaborative partners* | Non-profit |
| Area Agencies on Aging | Contracted service delivery | Non-profit |
| Regional Service Providers | Providers contract with AAAs to deliver regional services | Non-profit, governmental, for-profit |

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 | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

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

| | | |
|---|---|---|
| **Strategic Plan Context** | | |
| # and description of Goal the Objective is helping accomplish: | *Goal 1 - Increase the network's capacity to provide person-centered services for Seniors and Adults with Disabilities.* | Copy and paste this from the second column of the Mission, Vision and Goals Chart |
| Legal responsibilities satisfied by Goal: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act* | 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 - Strengthen the coordination of aging services in South Carolina.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| **Objective** | | |
| Objective # and Description: | *Objective 1.1.6 - To provide the funds necessary to meet employee contributions for Retirement, FICA, Workers Compensation, Health Insurance, and Unemployment Insurance for agency staff.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| Legal responsibilities satisfied by Objective: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act.* | Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart |
| Public Benefit/Intended Outcome: | *To provide aging services and serve a growing senior population.* | Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart |
| **Agency Programs Associated with Objective** | | |
| Program Names: | *IIA. Administration for Office on Aging, IIB. Aging Assistance, and C. Employer Contribution* | 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: | *LGOA Finance and Human Resources Staff* | Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart |
| Number of Months Responsible: | 12+ | |

| | |
|---|---|
| Position: | *LGOA Program Staff* |
| Office Address: | *1301 Gervais Street, Suite 350, Columbia, SC 29205* |
| Department or Division: | *All* |
| Department or Division Summary: | *To provide aging services and serve a growing senior population.* |
| Amount Budgeted and Spent To Accomplish Objective | |
| Total Budgeted for this fiscal year: | 1,014,546 |
| Total Actually Spent: | *Agency will provide next year* |

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

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

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

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

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

| | |
|---|---|
| Objective Number and Description | Objective 1.1.6 - To provide the funds necessary to meet employee contributions for Retirement, FICA, Workers Compensation, Health Insurance, and Unemployment Insurance for agency staff. |
| Performance Measure: | To coordinate employee contributions and fringe. |
| Type of Measure: | *To coordinate employee contributions and fringe.* |
| Results | |

| | | |
|---|---|---|
| 2013-14 Actual Results (as of 6/30/14): | Efficient delivery of aging services. | |
| 2014-15 Target Results: | Efficient delivery of aging services. | |
| 2014-15 Actual Results (as of 6/30/15): | Efficient delivery of aging services. | |
| 2015-16 Minimum Acceptable Results: | Efficient delivery of aging services. | |
| 2015-16 Target Results: | Efficient delivery of aging services. | |
| Details | | |
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) | Yes | Yes, the federal government requires the tracking of client/service data for reporting purposes. The State requires the submission of an Annual Agency Accountability Report. |
| What are the names and titles of the individuals who chose this as a performance measure? | The Chief of Staff and LGOA Program Staff. | |
| Why was this performance measure chosen? | To demonstrate the efficient delivery of aging services. | |
| If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? | NA | |
| What are the names and titles of the individuals who chose the target value for 2015-16? | The Chief of Staff and LGOA Program Staff. | |
| 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? | Efficient delivery of aging services. | |
| 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? | NA | |

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 | *Seniors not receiving aging services.* |
| Level Requires Outside Help | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Outside Help to Request | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Level Requires Inform General Assembly | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |
| 3 General Assembly Options | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |

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) |
|---|---|---|---|
| *Fiscal - Accounting Review* | *Requested by the Lieutenant Governor* | *State Auditor* | *Date Review Began (06/30/2014) and Date Review Ended (08/28/2015)* |
| | | | |

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? |
|---|---|---|
| AARP SC | *Collaborative partners* | Non-profit |
| Area Agencies on Aging | Contracted service delivery | Non-profit |
| Regional Service Providers | Providers contract with AAAs to deliver regional services | Non-profit, governmental, for-profit |

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 | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

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

| | | |
|---|---|---|
| **Strategic Plan Context** | | |
| # and description of Goal the Objective is helping accomplish: | *Goal 1 - Increase the network's capacity to provide person-centered services for Seniors and Adults with Disabilities.* | Copy and paste this from the second column of the Mission, Vision and Goals Chart |
| Legal responsibilities satisfied by Goal: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act* | 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 - Strengthen the coordination of aging services in South Carolina.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| **Objective** | | |
| Objective # and Description: | *Objective 1.1.7 - To provide State Home and Community Based Service funds to supplement federal funding for aging services.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| Legal responsibilities satisfied by Objective: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act.* | Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart |
| Public Benefit/Intended Outcome: | *To provide aging services and serve a growing senior population.* | Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart |
| **Agency Programs Associated with Objective** | | |
| Program Names: | *IIA. Administration for Office on Aging, IIB. Aging Assistance, and C. Employer Contribution* | 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: | *LGOA Program Staff* | Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart |
| Number of Months Responsible: | 12+ | |
| Position: | *LGOA Program Staff* | |

| | |
|---|---|
| Office Address: | *1301 Gervais Street, Suite 350, Columbia, SC 29205* |
| Department or Division: | *All* |
| Department or Division Summary: | *To provide aging services and serve a growing senior population.* |
| Amount Budgeted and Spent To Accomplish Objective | |
| Total Budgeted for this fiscal year: | 11,278,578 |
| Total Actually Spent: | *Agency will provide next year* |

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

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

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

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

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

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

Types of Performance Measures:

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

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

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

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

| How the Agency is Measuring its Performance | |
|---|---|
| Objective Number and Description | Objective 1.1.7 - To provide State Home and Community Based Service funds to supplement federal funding for aging services. |
| Performance Measure: | To develop policies, procedures, and protocols which aids the Aging Network in the delivery of services. (Aging services provided through the LGOA are based on need, and available funding.) |
| Type of Measure: | Efficient delivery of aging services. |
| Results | |

| | | |
|---|---|---|
| 2013-14 Actual Results (as of 6/30/14): | Efficient delivery of aging services. | |
| 2014-15 Target Results: | Efficient delivery of aging services. | |
| 2014-15 Actual Results (as of 6/30/15): | Efficient delivery of aging services. | |
| 2015-16 Minimum Acceptable Results: | Efficient delivery of aging services. | |
| 2015-16 Target Results: | Efficient delivery of aging services. | |
| Details | | |
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) | Yes | Yes, the federal government requires the tracking of client/service data for reporting purposes. The State requires the submission of an Annual Agency Accountability Report. |
| What are the names and titles of the individuals who chose this as a performance measure? | The Chief of Staff and LGOA Program Staff. | |
| Why was this performance measure chosen? | To demonstrate the efficient delivery of aging services. | |
| If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? | NA | |
| What are the names and titles of the individuals who chose the target value for 2015-16? | The Chief of Staff and LGOA Program Staff. | |
| 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? | Efficient delivery of aging services. | |
| 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? | NA | |

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 | *Seniors not receiving aging services.* |
| Level Requires Outside Help | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Outside Help to Request | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Level Requires Inform General Assembly | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |
| 3 General Assembly Options | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |

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) |
|---|---|---|---|
| *Fiscal - Accounting Review* | *Requested by the Lieutenant Governor* | *State Auditor* | *Date Review Began (06/30/2014) and Date Review Ended (08/28/2015)* |
| | | | |

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? |
|---|---|---|
| AARP SC | *Collaborative partners* | Non-profit |
| Area Agencies on Aging | Contracted service delivery | Non-profit |
| Regional Service Providers | Providers contract with AAAs to deliver regional services | Non-profit, governmental, for-profit |

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 | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

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

| | | |
|---|---|---|
| **Strategic Plan Context** | | |
| # and description of Goal the Objective is helping accomplish: | *Goal 1 - Increase the network's capacity to provide person-centered services for Seniors and Adults with Disabilities.* | Copy and paste this from the second column of the Mission, Vision and Goals Chart |
| Legal responsibilities satisfied by Goal: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act* | 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 - Strengthen the coordination of aging services in South Carolina.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| **Objective** | | |
| Objective # and Description: | *Objective 1.1.8 - To provide federal and state funding to meet the caregiving needs of South Carolinians.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| Legal responsibilities satisfied by Objective: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act.* | Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart |
| Public Benefit/Intended Outcome: | *To provide aging services and serve a growing senior population.* | Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart |
| **Agency Programs Associated with Objective** | | |
| Program Names: | *IIA. Administration for Office on Aging, IIB. Aging Assistance, and C. Employer Contribution* | 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: | *Elizabeth Ford* | Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart |
| Number of Months Responsible: | 12+ | |
| Position: | *Family Caregiver Coordinator* | |

| | | |
|---|---|---|
| Office Address: | *1301 Gervais Street, Suite 350, Columbia, SC 29205* | |
| Department or Division: | *All* | |
| Department or Division Summary: | *To provide aging services and serve a growing senior population.* | |
| Amount Budgeted and Spent To Accomplish Objective | | |
| Total Budgeted for this fiscal year: | 2,684,359 | Copy and paste this information from the Strategic Budgeting Chart |
| Total Actually Spent: | *Agency will provide next year* | |

PERFORMANCE MEASURES

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

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

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

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

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

Types of Performance Measures:

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

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

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

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

| How the Agency is Measuring its Performance | |
|---|---|
| Objective Number and Description | Objective 1.1.8 - To provide federal and state funding to meet the caregiving needs of South Carolinians. |
| Performance Measure: | To provide family caregiver services in the State of South Carolina. (Aging services provided through the LGOA are based on need, and available funding.) |
| Type of Measure: | Efficient delivery of aging services. |
| Results | |

| | | |
|---|---|---|
| 2013-14 Actual Results (as of 6/30/14): | Efficient delivery of aging services. | |
| 2014-15 Target Results: | Efficient delivery of aging services. | |
| 2014-15 Actual Results (as of 6/30/15): | Efficient delivery of aging services. | |
| 2015-16 Minimum Acceptable Results: | Efficient delivery of aging services. | |
| 2015-16 Target Results: | Efficient delivery of aging services. | |
| Details | | |
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) | Yes | Yes, the federal government requires the tracking of client/service data for reporting purposes. The State requires the submission of an Annual Agency Accountability Report. |
| What are the names and titles of the individuals who chose this as a performance measure? | LGOA Program Staff. | |
| Why was this performance measure chosen? | To demonstrate the efficient delivery of aging services. | |
| If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? | NA | |
| What are the names and titles of the individuals who chose the target value for 2015-16? | LGOA Program Staff. | |
| 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? | Efficient delivery of aging services. | |
| 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? | NA | |

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 | *Seniors not receiving aging services.* |
| Level Requires Outside Help | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Outside Help to Request | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Level Requires Inform General Assembly | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |
| 3 General Assembly Options | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |

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) |
|---|---|---|---|
| *Fiscal - Accounting Review* | *Requested by the Lieutenant Governor* | *State Auditor* | *Date Review Began (06/30/2014) and Date Review Ended (08/28/2015)* |
| | | | |

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? |
|---|---|---|
| AARP SC | *Collaborative partners* | Non-profit |
| Area Agencies on Aging | Contracted service delivery | Non-profit |
| Regional Service Providers | Providers contract with AAAs to deliver regional services | Non-profit, governmental, for-profit |

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 | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

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

| | | |
|---|---|---|
| **Strategic Plan Context** | | |
| # and description of Goal the Objective is helping accomplish: | *Goal 1 - Increase the network's capacity to provide person-centered services for Seniors and Adults with Disabilities.* | Copy and paste this from the second column of the Mission, Vision and Goals Chart |
| Legal responsibilities satisfied by Goal: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act* | 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 - Strengthen the coordination of aging services in South Carolina.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| **Objective** | | |
| Objective # and Description: | *Objective 1.1.9 - To provide federal and state funding to coordinate Alzheimers services and programming.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| Legal responsibilities satisfied by Objective: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act.* | Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart |
| Public Benefit/Intended Outcome: | *To provide aging services and serve a growing senior population.* | Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart |
| **Agency Programs Associated with Objective** | | |
| Program Names: | *IIA. Administration for Office on Aging, IIB. Aging Assistance, and C. Employer Contribution* | 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: | *Elizabeth Ford* | Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart |
| Number of Months Responsible: | *12+* | |
| Position: | *Alzheimer's Coordinator* | |

| | |
|---|---|
| Office Address: | *1301 Gervais Street, Suite 350, Columbia, SC 29205* |
| Department or Division: | *All* |
| Department or Division Summary: | *To provide aging services and serve a growing senior population.* |
| **Amount Budgeted and Spent To Accomplish Objective** | |
| Total Budgeted for this fiscal year: | 210,145 |
| Total Actually Spent: | *Agency will provide next year* |

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

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

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

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

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

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

Types of Performance Measures:

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

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

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

| How the Agency is Measuring its Performance | |
|---|---|
| Objective Number and Description | Objective 1.1.9 - To provide federal and state funding to coordinate Alzheimers services and programming. |
| Performance Measure: | Outcome is to successfully serve seniors and their caregivers with Alzheimer's services and programming. (Aging services provided through the LGOA are based on need, and available funding.) |
| Type of Measure: | Efficient delivery of aging services. |
| Results | |

| | | |
|---|---|---|
| 2013-14 Actual Results (as of 6/30/14): | Efficient delivery of aging services. | |
| 2014-15 Target Results: | Efficient delivery of aging services. | |
| 2014-15 Actual Results (as of 6/30/15): | Efficient delivery of aging services. | |
| 2015-16 Minimum Acceptable Results: | Efficient delivery of aging services. | |
| 2015-16 Target Results: | Efficient delivery of aging services. | |
| Details | | |
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) | Yes | Yes, the federal government requires the tracking of client/service data for reporting purposes. The State requires the submission of an Annual Agency Accountability Report. |
| What are the names and titles of the individuals who chose this as a performance measure? | LGOA Program Staff. | |
| Why was this performance measure chosen? | To demonstrate the efficient delivery of aging services. | |
| If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? | NA | |
| What are the names and titles of the individuals who chose the target value for 2015-16? | LGOA Program Staff. | |
| 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? | Efficient delivery of aging services. | |
| 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? | NA | |

## POTENTIAL NEGATIVE IMPACT

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| | |
|---|---|
| Most Potential Negative Impact | *Seniors not receiving aging services.* |
| Level Requires Outside Help | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Outside Help to Request | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Level Requires Inform General Assembly | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |
| 3 General Assembly Options | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |

## 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) |
|---|---|---|---|
| *Fiscal - Accounting Review* | *Requested by the Lieutenant Governor* | *State Auditor* | *Date Review Began (06/30/2014) and Date Review Ended (08/28/2015)* |
| | | | |

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? |
|---|---|---|
| AARP SC | *Collaborative partners* | Non-profit |
| Area Agencies on Aging | Contracted service delivery | Non-profit |
| Regional Service Providers | Providers contract with AAAs to deliver regional services | Non-profit, governmental, for-profit |

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 | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

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

| | | |
|---|---|---|
| **Strategic Plan Context** | | |
| # and description of Goal the Objective is helping accomplish: | *Goal 1 - Increase the network's capacity to provide person-centered services for Seniors and Adults with Disabilities.* | Copy and paste this from the second column of the Mission, Vision and Goals Chart |
| Legal responsibilities satisfied by Goal: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act* | 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 - Strengthen the coordination of aging services in South Carolina.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| **Objective** | | |
| Objective # and Description: | *1.1.10 - To Provide Permanent Improvement Project grant funds to enhance and improve senior centers.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| Legal responsibilities satisfied by Objective: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act.* | Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart |
| Public Benefit/Intended Outcome: | *To provide aging services and serve a growing senior population.* | Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart |
| **Agency Programs Associated with Objective** | | |
| Program Names: | *IIA. Administration for Office on Aging, IIB. Aging Assistance, and C. Employer Contribution* | 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: | *Gerry Dickinson* | Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart |
| Number of Months Responsible: | 12+ | |
| Position: | *PIP Coordinator* | |

| | |
|---|---|
| Office Address: | *1301 Gervais Street, Suite 350, Columbia, SC 29205* |
| Department or Division: | *All* |
| Department or Division Summary: | *Policy and Research* |
| **Amount Budgeted and Spent To Accomplish Objective** | |
| Total Budgeted for this fiscal year: | 1,771,538 |
| Total Actually Spent: | *Agency will provide next year* |

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

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

Types of Performance Measures:
***Outcome Measure*** - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
***Efficiency Measure*** - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
***Output Measure*** - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
***Input/Explanatory/Activity Measure*** - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

| How the Agency is Measuring its Performance | |
|---|---|
| Objective Number and Description | 1.1.10 - To Provide Permanent Improvement Project grant funds to enhance and improve senior centers. |
| **Performance Measure:** | The enhancement and permanent improvement of senior centers. |
| **Type of Measure:** | Outcome is to provide guidance to senior centers in order to give them the tools necessary to serve a growing senior population. In addition, to provide funds when available to enhance facilities and operations. |
| **Results** | |
| 2013-14 Actual Results (as of 6/30/14): | The enhancement and permanent improvement of senior centers. |

| | | |
|---|---|---|
| 2014-15 Target Results: | The enhancement and permanent improvement of senior centers. | |
| 2014-15 Actual Results (as of 6/30/15): | The enhancement and permanent improvement of senior centers. | |
| 2015-16 Minimum Acceptable Results: | The enhancement and permanent improvement of senior centers. | |
| 2015-16 Target Results: | The enhancement and permanent improvement of senior centers. | |
| Details | | |
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) | Yes | The State requires the submission of an Annual Agency Accountability Report. |
| What are the names and titles of the individuals who chose this as a performance measure? | The Chief of Staff and LGOA PIP Coordinator. | |
| Why was this performance measure chosen? | To demonstrate the efficient delivery of aging services. | |
| If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? | NA | |
| What are the names and titles of the individuals who chose the target value for 2015-16? | The Chief of Staff and LGOA PIP Coordinator. | |
| 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? | Efficient delivery of aging services. | |
| 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? | NA | |

## 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 | *Seniors not receiving aging services.* |
| Level Requires Outside Help | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Outside Help to Request | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Level Requires Inform General Assembly | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |
| 3 General Assembly Options | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |

## 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) |
|---|---|---|---|
| *Fiscal - Accounting Review* | *Requested by the Lieutenant Governor* | *State Auditor* | *Date Review Began (06/30/2014) and Date Review Ended (08/28/2015)* |
| | | | |

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? |
|---|---|---|
| AARP SC | *Collaborative partners* | Non-profit |
| Area Agencies on Aging | Contracted service delivery | Non-profit |
| Regional Service Providers | Providers contract with AAAs to deliver regional services | Non-profit, governmental, for-profit |

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 | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

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

| | | |
|---|---|---|
| **Strategic Plan Context** | | |
| # and description of Goal the Objective is helping accomplish: | *Goal 2 - Advocate and intervene to prevent abuse, neglect and exploitation of seniors and adults with disabilities.* | Copy and paste this from the second column of the Mission, Vision and Goals Chart |
| Legal responsibilities satisfied by Goal: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act* | 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 - Increase senior access and awareness to programs and services to prevent abuse, neglect and exploitation of seniors and adults with disabilities.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| **Objective** | | |
| Objective # and Description: | *Objective 2.1.1. - To provide federal and state funding to perform the statutory duties of the State Ombudsman Program.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| Legal responsibilities satisfied by Objective: | *43-21-10, 43-36-15, 33-36-320, and the federal Older Americans Act.* | Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart |
| Public Benefit/Intended Outcome: | *To advocate for seniors in order to prevent neglect, abuse, and exploitation.* | Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart |
| **Agency Programs Associated with Objective** | | |
| Program Names: | *IIA. Administration for Office on Aging, IIB. Aging Assistance, and C. Employer Contribution* | 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: | *Dale Watson* | Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart |

| | |
|---|---|
| Number of Months Responsible: | 12+ |
| Position: | *State Ombudsman* |
| Office Address: | *1301 Gervais Street, Suite 350, Columbia, SC 29205* |
| Department or Division: | *Ombudsman Services* |
| Department or Division Summary: | *To advocate for seniors in order to prevent neglect, abuse, and exploitation.* |
| **Amount Budgeted and Spent To Accomplish Objective** | |
| Total Budgeted for this fiscal year: | 1,387,447 |
| Total Actually Spent: | *Agency will provide next year* |

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

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

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

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

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

| | |
|---|---|
| Objective Number and Description | Objective 2.1.1. - To provide federal and state funding to perform the statutory duties of the State Ombudsman Program. |
| **Performance Measure:** | Increase access to the Ombudsman Program. |

| | | |
|---|---|---|
| Type of Measure: | *Meeting the objectives and mandates of the Federal Older Americans Act and State Code. (Ombudsman services are a priority of the Older Americans Act.)* | |
| **Results** | | |
| 2013-14 Actual Results (as of 6/30/14): | Increase access to the Ombudsman Program. | |
| 2014-15 Target Results: | Increase access to the Ombudsman Program. | |
| 2014-15 Actual Results (as of 6/30/15): | Increase access to the Ombudsman Program. | |
| 2015-16 Minimum Acceptable Results: | Increase access to the Ombudsman Program. | |
| 2015-16 Target Results: | Increase access to the Ombudsman Program. | |
| **Details** | | |
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) | Yes | Yes, the federal government requires the tracking of client/service data for reporting purposes. The State requires the submission of an Annual Agency Accountability Report. |
| What are the names and titles of the individuals who chose this as a performance measure? | Dale Watson | |
| Why was this performance measure chosen? | Increase access to the Ombudsman Program. | |
| If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? | NA | |
| What are the names and titles of the individuals who chose the target value for 2015-16? | State Ombudsman | |
| 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 access to the Ombudsman 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? | NA | |

**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 | *Seniors not receiving aging services.* |
| Level Requires Outside Help | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Outside Help to Request | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Level Requires Inform General Assembly | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |
| 3 General Assembly Options | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |

**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) |
|---|---|---|---|
| *Fiscal - Accounting Review* | *Requested by the Lieutenant Governor* | *State Auditor* | *Date Review Began (06/30/2014) and Date Review Ended (08/28/2015)* |
| | | | |

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? |
|---|---|---|
| AARP SC | *Collaborative partners* | Non-profit |
| Area Agencies on Aging | Contracted service delivery | Non-profit |
| Regional Service Providers | Providers contract with AAAs to deliver regional services | Non-profit, governmental, for-profit |

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 | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

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

| | | |
|---|---|---|
| **Strategic Plan Context** | | |
| # and description of Goal the Objective is helping accomplish: | *Goal 2 - Advocate and intervene to prevent abuse, neglect and exploitation of seniors and adults with disabilities.* | Copy and paste this from the second column of the Mission, Vision and Goals Chart |
| Legal responsibilities satisfied by Goal: | 43-21-10, 43-36-15, 33-36-320, 43-35-290, and 43-35-45(C) | 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 - Increase senior access and awareness to programs and services to prevent abuse, neglect and exploitation of seniors and adults with disabilities.* | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| **Objective** | | |
| Objective # and Description: | Objective 2.1.2 - To coordinate the Vulnerable Adult Guardian ad Litem Volunteer Program. | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| Legal responsibilities satisfied by Objective: | 43-21-10, 43-36-15, 33-36-320, 43-35-290, and 43-35-45(C) | Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart |
| Public Benefit/Intended Outcome: | *To provide Guardian ad Litem services to a vulnerable senior population.* | Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart |
| **Agency Programs Associated with Objective** | | |
| Program Names: | *IIA. Administration for Office on Aging, IIB. Aging Assistance* | 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: | *Maria Patton* | Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart |
| Number of Months Responsible: | 12+ | |

| | | |
|---|---|---|
| Position: | *Director of the SC Vulnerable Adult Guardian ad Litem Program* | |
| Office Address: | USC Arnold School of Public Health, Office for the Study of Aging, 730 Devine Street, Suite 111, Columbia, SC 29208 | |
| Department or Division: | Contracted by LGOA | |
| Department or Division Summary: | SC Vulnerable Adult Guardian ad Litem Program | |
| Amount Budgeted and Spent To Accomplish Objective | | |
| Total Budgeted for this fiscal year: | 529,827 | Copy and paste this information from the Strategic Budgeting Chart |
| Total Actually Spent: | *Agency will provide next year* | |

PERFORMANCE MEASURES

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

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

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

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

| | |
|---|---|
| Objective Number and Description | Objective 2.1.2 - To coordinate the Vulnerable Adult Guardian ad Litem Volunteer Program. |
| Performance Measure: | The oversight of the Vulnerable Adult Guardian ad Litem Volunteer Program. |
| Type of Measure: | Assisting vulnerable adults needing Guardian ad Litem services through contract with the University of South Carolina. |

| Results | | |
|---|---|---|
| 2013-14 Actual Results (as of 6/30/14): | Assisting vulnerable adults needing Guardian ad Litem services. | |
| 2014-15 Target Results: | Assisting vulnerable adults needing Guardian ad Litem services. | |
| 2014-15 Actual Results (as of 6/30/15): | Assisting vulnerable adults needing Guardian ad Litem services. | |
| 2015-16 Minimum Acceptable Results: | Assisting vulnerable adults needing Guardian ad Litem services. | |
| 2015-16 Target Results: | Assisting vulnerable adults needing Guardian ad Litem services. | |
| **Details** | | |
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) | Yes | The State requires the submission of an Annual Agency Accountability Report. |
| What are the names and titles of the individuals who chose this as a performance measure? | The Chief of Staff and Vulnerable Adult Guardian ad Litem Director. | |
| Why was this performance measure chosen? | To demonstrate the needs of vulnerable adults seeking Guardian ad Litem Services are being met. | |
| If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? | NA | |
| What are the names and titles of the individuals who chose the target value for 2015-16? | The Chief of Staff and Vulnerable Adult Guardian ad Litem Director. | |
| 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? | Efficient delivery of aging services and the needs of vulnerable adults. | |
| 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? | NA | |

## 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 | *Seniors not receiving aging services.* |
| Level Requires Outside Help | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Outside Help to Request | *Administration for Community Living, Area Agencies on Aging, and contracted local service providers.* |
| Level Requires Inform General Assembly | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |
| 3 General Assembly Options | *In the event of this situation, the LGOA would notify the General Assembly through the appropriate committee processes and the Annual Accountability Report.* |

## 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) |
|---|---|---|---|

| | | | |
|---|---|---|---|
| *Fiscal - Accounting Review* | *Requested by the Lieutenant Governor* | *State Auditor* | *Date Review Began (06/30/2014) and Date Review Ended (08/28/2015)* |
| | | | |

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? |
|---|---|---|
| AARP SC | *Collaborative partners* | Non-profit |
| University of South Carolina | Contracted service delivery | Governmental |
| SC Bar Association | Collaborative partners | Non-profit |

# Reporting Requirements

| | |
|---|---|
| Agency Responding | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

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

| | | | | | | |
|---|---|---|---|---|---|---|
| | Agency Responding | LGOA | LGOA | LGOA | LGOA | LGOA |
| | Report # | 1 | 2 | 3 | 4 | 5 |
| | Report Name: | Restructuring Report | Accountability Report | Senate Restructuring Report | ARCC Annual Report | Report to SC Housing Authority |
| | **Why Report is Required** | | | | | |
| | Legislative entity requesting the agency complete the report: | House Legislative Oversight Committee | Executive Budget Office | Senate Finance | General Assembly | SC Housing Authority |
| | Law which requires the report: | 1-30-10(G)(1) | 1-1-810 | NA | NA | Interagency agreement |
| | Agency's understanding of the intent of the report: | Increased Efficiency | Increased Efficiency | Increased Efficiency | Program Performance | Program Performance/ data |
| | Year agency was first required to complete the report: | 2015 | NA | 2015 | NA | NA |
| | Reporting frequency (i.e. annually, quarterly, monthly): | Annually | Annually | 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: | 3/1/15 | 9/9/15 | 2/18/15 | 4/1 | 7/1 |
| | **Timing of the Report** | | | | | |
| | Month Report Template is Received by Agency: | November | July | January | NA | NA |
| | Month Agency is Required to Submit the Report: | January | September | February | April | July |
| | **Where Report is Available & Positive Results** | | | | | |
| | To whom the agency provides the completed report: | House Legislative Oversight Committee | Executive Budget Office | Senate Finance | General Assembly | SC Housing Authority |
| | Website on which the report is available: | House Legislative Oversight Committee | State Budget Office and LGOA | Senate Finance | General Assembly | NA |
| | If it is not online, how can someone obtain a copy of it: | Contacting House Oversight Committee or the LGOA | increased Efficiency | Senate Finance or LGOA | General Assembly or the LGOA | LGOA |
| | Positive results agency has seen from completing the report: | Greater accountability and transparency | Greater accountability and transparency | Greater accountability and transparency. | Program Performance/ data | Program Performance/ data |

# Restructuring Recommendations and Feedback

| | |
|---|---|
| Agency Responding | Lieutenant Governor's Office |
| Date of Submission | 1/12/16 |
| Fiscal Year for which information below pertains | 2015-16 |

RESTRUCTURING RECOMMENDATIONS

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

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

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

| Does the agency recommendation require legislative action? | Recommendation for restructuring |
|---|---|
| No | |
| | |
| | |

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. |
|---|---|---|
| Accountability and Transparency | Accountability and Transparency | 1 |
| 2 | 2 | 2 |
| 3 | 3 | 3 |

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