

**Legislative Oversight Committee**

South Carolina House of Representatives

Post Office Box 11867

Columbia, South Carolina 29211

Telephone: (803) 212-6810 • Fax: (803) 212-6811



# 2016 Annual Restructuring Report Guidelines

**PLEASE NOTE:**

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

Agency Name:

**SC Office of State Treasurer**

Date Report Submitted:

**January 12, 2016**

Agency Head

First Name

Curtis M.

Last Name:

Loftis, Jr.

Email Address:

curtis.loftis@sto.sc.gov

Phone Number:

803-734-2016

# General Instructions

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

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

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

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

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

# Legal Standards

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

Agency Responding	SC Office of State Treasurer
Date of Submission	January 12, 2016

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

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
1	S.C. Const. Art. VI, § 7	State	Establishes State Treasurer as one of statewide elected constitutional officers	Statute (constitutional)
2	S.C. Const. Art. X, § 11	State	Authorizes STO to invest endowment funds donated specifically to state-supported institutions of higher learning	Statute (constitutional)
3	1-1-110	State	Identifies State Treasurer as one of officers constituting executive department	Statute
4	1-1-1020	State	Authorizes STO to provide financing arrangements under master lease program on behalf of entities of state government	Statute
5	1-1-1210	State	Sets annual salary of State Treasurer	Statute
6	6-6-10	State	Authorizes STO to establish and maintain SC Pooled Investment Fund	Statute
7	6-27-20	State	STO responsible for administering Local Government Fund	Statute
8	9-16-315	State	Establishes State Treasurer as ex officio member of RSIC	Statute
9	11-3-130; 11-3-140	State	Requires all STO payments to be made on warrants drawn by Comptroller General	Statute
10	11-5-10	State	Provides that State Treasurer receives annual salary as provided by General Assembly and may employ personnel "as may be provided by law."	Statute
11	11-5-20	State	Establishes bond State Treasurer must give before assuming office	Statute

# Legal Standards

12	11-5-50 to 11-5-80	State	Authorizes STO to take certain actions against defaulting county treasurers	Statute
13	11-5-90	State	Directs STO to remit all funds from United States property in Clarks Hill project area to appropriate county treasurers	Statute
14	11-5-100	State	Requires STO to account for appropriations made by General Assembly	Statute
15	11-5-120	State	Requires STO to publish quarterly statements	Statute
16	11-5-140	State	Authorizes STO to pay amounts appropriated annually to meet ordinary expenses of the State out of usual income of the State	Statute
17	11-5-170	State	Requires STO to report all monies paid out at close of business each day to Comptroller General	Statute
18	11-5-175	State	Requires STO to report quarterly to departments and agencies receiving monies pursuant to Sections 14-1-205 to -208	Statute
19	11-5-180	State	Requires STO to report cash transactions monthly to Comptroller General	Statute
20	11-5-185	State	Requires STO to submit annual report to General Assembly	Statute
21	11-5-190	State	Authorizes STO to set up funds for insurance and postage on securities in trust	Statute
22	11-5-200	State	Authorizes STO to make period payroll payments by Electronic Funds Transfer Systems	Statute
23	11-5-210	State	Income from licensing and other fees for certain professional boards are remitted to STO at least once a week and credited to State general fund	Statute
24	11-5-220	State	Requires STO to report to JBRC, House Ways and Means, and Senate Finance immediately after selling any general obligation or anticipation notes	Statute
25	11-5-230	State	Establishes continuing account in STO to be used to match federal disaster assistance funds	Statute
26	11-5-240	State	Requires STO to report data to credit rating services in order to maintain high credit rating	Statute
27	11-5-245	State	Requires STO to report quarterly to boards of higher ed institutions status of funds invested pursuant to 11-9-665	Statute
28	11-5-250	State	Establishes STO as limited trust company in connection with banking activities with Federal Reserve Board	Statute
29	11-5-260	State	Check issued by STO for payment which is not presented for payment within 2 years must be credited back to State Treasury	Statute
30	11-5-270	State	Authorizes STO to invest endowment funds of institutions of higher ed, and to invest such funds in equity funds	Statute
31	11-5-280	State	Authorizes STO to enter into contracts allowing state entities to accept credit cards	Statute
32	11-9-75	State	Authorizes STO to withhold State funds from agency or political subdivision that is delinquent in payments due State or its agencies	Statute
33	11-9-90	State	Authorizes Governor and STO, whenever empowered to issue general obligation bonds of State, to receive bids on more than 1 issue at same time and treat as single issuance	Statute

# Legal Standards

34	11-9-280	State	Authorizes STO to use money borrowed by State Fiscal Accountability Authority under this section to pay any borrowings for or claims against current and ordinary business of State for fiscal year next preceding to prevent deficit in general funds of State	Statute
35	11-9-290	State	Requires STO to maintain sufficient cash reserve in general deposit account from which State Fiscal Accountability Authority may borrow from time to time	Statute
36	11-9-660	State	Grants STO full power to invest all funds of State and authorizes STO to contract to lend securities	Statute
37	11-9-850	State	Requires information relating to STO to be verified by STO prior to announcement	Statute
38	11-11-170(C)	State	Authorizes STO to invest revenues payable to State pursuant to Tobacco Master Settlement Agreement	Statute
39	11-13-10	State	Authorizes STO to have a safe in a vault for placing and keeping State monies	Statute
40	11-13-20	State	Requires STO to deposit other State funds in banks or trust companies approved by State Fiscal Accountability Authority	Statute
41	11-13-30	State	Grants STO exclusive authority in State government to invest and deposit public funds	Statute
42	11-13-40	State	Requires STO, with advice and approval of State Fiscal Accountability Authority, to keep in a general deposit account all state funds which, in opinion of State Fiscal Accountability Authority, may be property consolidated	Statute
43	11-13-60	State	Establishes forms of security qualified public depositories must provide that hold State funds deposited by STO and methods of securing, and establishes STO's responsibilities with respect to recordkeeping and accepting collateral and other forms of security	Statute
44	11-13-90	State	Directs STO to withdraw all State deposits from depository that fails to report and close account	Statute
45	11-13-110	State	Grants STO authority to determine whether State entities may deposit with bank or other financial institution a revolving fund and also determines amount of such revolving funds	Statute
46	11-13-215	State	Designates State Treasury as depository for all funds received by state departments and institutions	Statute
47	11-13-130	State	Requires STO to designate form of deposit slip	Statute
48	11-15-100	State	Directs STO to make available to political subdivisions blank forms upon which they can report information required to be filed with STO before incurring general obligation or revenue obligation debt; directs STO to annually survey general obligation and revenue obligation debt of political subdivisions and maintain current record of such; directs STO to publish statement of obligations of all subdivisions on or before March 31 each year	Statute
49	11-27-100	State	Upon ratification of "New Article X" of State Constitution, authorizes STO to promulgate regulations implementing certain provisions	Statute

# Legal Standards

50	11-29-10	State	Directs STO to set aside tax revenues necessary to pay principal and interest on certain state capital improvement bonds or state school bonds due in such year, and to use such funds to pay principal and interest as they become due	Statute
51	11-29-20	State	Directs STO to set aside revenues necessary to pay interest and principal on certain state highway bonds due in such year, and to use such funds to pay principal and interest as they become due; if revenues insufficient, STO authorized to set aside general tax revenues	Statute
52	11-29-30	State	Directs STO to set aside revenues derived from tuition fees necessary to pay interest and principal on state institution bonds due in such year, and to use such funds to pay principal and interest as they become due; if revenues insufficient, STO authorized to set aside general tax revenues	Statute
53	11-31-40	State	STO responsible for establishing registry for fully registered bonds and to pay interest due	Statute
54	11-37-100 to 11-37-110	State	STO responsible for issuing bonds of S.C. Resources Authority	Statute
55	11-37-230	State	Authorizes STO to invest funds of S.C. Resources Authority	Statute
56	11-37-260	State	Authorizes STO to withhold State funds from local governments that fail to pay principal or interest on its obligations	Statute
57	11-38-20	State	Authorizes STO to develop and implement program for sale of capital improvement bonds in denominations of less than \$1,000, and to determine rates of interest such bonds shall bear	Statute
58	Title 11, Chapter 41	State	Grants STO various powers and responsibilities with respect to issuance of bonds pursuant to State General Obligation Economic Development Act and the application of the proceeds of such bonds	Statute
59	Title 11, Chapter 43	State	Grants STO various powers and responsibilities with respect to S.C. Transportation Infrastructure Bank, including responsibility of holding bank accounts in trust, withholding State funds from government entities that fail to remit funds due the bank, power to invest funds of bank, power to issue bonds of bank, responsibility of securing the bank's bonds, and authority to use tax revenues to pay principal and interest on bank's bonds	Statute
60	11-51-140	State	General obligation debt issued pursuant to S.C. Research University Infrastructure Act must be signed by State Treasurer	Statute
61	11-51-160	State	General obligation debt issued pursuant to S.C. Research University Infrastructure Act must be sold by Governor and State Treasurer upon sealed proposals and after advertisement; STO responsible for determining terms and manner of awarding debt; STO authorized to do all things ordinarily and customarily done in connection with sale of state or municipal bonds toward purpose of bringing about successful bond sales	Statute
62	11-51-170	State	STO responsible for receiving proceeds of general obligation debt and applying to purpose for which issued	Statute
63	11-55-10	State	Establishes State Treasurer as member of State Fiscal Accountability Authority	Statute

# Legal Standards

64	Title 14, Chapter 1	State	Certain amounts of court fines, fees, surcharges, costs, forfeitures, and other revenues are remitted to STO; STO responsible for then depositing revenues in accordance with various sections; STO authorized to adjust state aid to subdivisions that State Auditor finds jurisdiction has under remitted amounts due State or victims services; STO authorized to request that State Auditor examine financial records of any jurisdiction STO believes is not timely remitting funds	Statute
65	Title 27, Chapter 18	State	Establishes STO as administrator of Unclaimed Property Act responsible for locating, receiving and holding millions of unclaimed dollars for the benefit of rightful owners; STO is then responsible for paying funds to rightful owners who file a claim with the Office establishing their interest in unclaimed funds	Statute
66	57-5-1410	State	Requires that all turnpike bonds be signed by Governor and State Treasurer	Statute
67	57-5-1460	State	Empowers Governor and State Treasurer to effect delivery of turnpike bonds upon receipt of resolution	Statute
68	57-11-20(A)	State	State Highway Fund and State Non-Federal Aid Highway Fund must be held and managed by STO separate from general fund	Statute
69	57-11-290	State	Authorizes Governor and State Treasurer to issue state highway bonds in accordance with provisions of resolution from State Fiscal Accountability Authority	Statute
70	57-11-360	State	Authorizes Governor and State Treasurer to sell state highway bonds	Statute
71	57-11-380	State	Provides that proceeds of sale of state highway bonds must be received by STO and applied by STO to purpose for which issued	Statute
72	S.C. Code Title 59, Chapter 2; 26 U.S.C.A. § 529	State & Federal	Establishes STO's responsibility for administering SC College Investment Program in accordance with this chapter and Section 529 of Internal Revenue Code	Statute
73	Title 59, Chapter 4	State	Establishes STO's responsibility for administering SC Tuition Prepayment Program;	Statute
74	59-53-162	State	Proceeds of bonds issued by State Board of Technical and Comprehensive Education must be delivered to STO and retained by STO in special fund or funds applied to purpose for which bonds issued; authorizes STO to make temporary investments of funds derived from proceeds of bonds	Statute
75	59-53-165	State	Authorizes STO to accept custody of revenues derived from any special student fee, to deposit them in applicable debt service fund and bond reserve fund for payment of principal and interest	Statute
76	59-53-1830	State	Appoints State Treasurer custodian of federal funds received by State pursuant to federal act entitled: "To Provide for the Promotion of Vocational Education; to Provide for Cooperation with the States in the Promotion of Such Education in Agriculture and the Trades and Industries; to Provide for Cooperation with the States in the Preparation of Teachers of Vocational Subjects; and to Appropriate Money and Regulate Its Expenditure"	Statute
77	59-107-30	State	Provides that all tuition fees received by any state institution be remitted to State Treasurer under such regulations as he shall prescribe	Statute

# Legal Standards

78	Title 59, Chapter 107	State	Empowers Governor and State Treasurer to provide for issuance of state institution bonds in accordance with provisions in this chapter	Statute
79	59-119-10	State	Authorizes STO hold real and personal property of bequest to State from Thomas G. Clemson	Statute
80	59-119-100	State	Authorizes STO to invest funds derived from Clemson bequest in manner directed by Governor, Comptroller General and State Treasurer, or any 2 of them	Statute
81	59-119-1020	State	Proceeds of all Clemson University athletic facilities revenue bonds must be delivered to STO or corporate trust designee; STO is authorized to make temporary investments of such funds	Statute
82	59-119-1030(1)(b)	State	Directs STO to deposit any admission fees and special student fees received from Clemson University into debt service fund	Statute
83	59-121-420	State	Proceeds of all Citadel athletic facilities bonds must be delivered to STO or corporate trust designee; STO is authorized to make temporary investments of funds derived from proceeds of bonds	Statute
84	59-121-430	State	Directs STO to deposit any admissions fees and special student fees received from Citadel into debt service fund	Statute
85	59-123-20	State	Provides STO may receive and securely hold property conveyed to State by Medical University of South Carolina	Statute
86	59-123-95	State	If MUSC borrows money to acquire diagnostic and therapeautical equipment by issuing notes payable from charges for service or use rendered by such equipment, charges must be remitted to STO and deposited in special fund to be applied to payment of principal and interest on notes	Statute
87	59-125-620	State	Proceeds of all Winthrop University Athletic Bonds must be delivered to STO or its corporate trust designee; STO authorized to make temporary investments of proceeds of bonds	Statute
88	59-125-630	State	Directs STO to deposit any admissions fees and special student fees received from Winthrop into debt service fund	Statute
89	59-127-410	State	Proceeds of all S.C. State University special obligation bonds must be delivered to STO and retained in special fund; authorizes STO to make temporary investments of proceeds of bonds	Statute
90	59-127-450	State	Directs STO to deposit revenues derived from S.C. State University special obligation bonds in the Debt Service Fund and to utilize proceeds for payment of principal and interest on bonds; authorizes STO to invest monies in fund	Statute
91	59-131-25	State	Proceeds of bonds issued College of Charleston pursuant to this Chapter shall be deposited with STO and used to defray cost of acquiring and constructing parking facilitise as well as to defray cost of issuing bonds	Statute
92	59-133-320	State	Proceeds of all Francis Marion University athletic facilities revenue bonds must be delivered to STO or its corporate trust designee; STO authorized to make temporary investments of such funds	Statute

# Legal Standards

93	59-143-10	State	Revenue received pursuant to Section 48-46-40(E)(3) must be deposited by STO in separate fund entitled "Children's Education Endowment"; STO responsible for allocating such funds in accordance with section	Statute
94	59-146-110	State	Provides that all state school facilities bonds must be signed by Governor and State Treasurer	Statute
95	59-146-130	State	Governor and State Treasurer responsible for sale of state school facilities bonds	Statute
96	59-146-140	State	Proceeds of sale of state school facilities bonds must be received by STO and applied to purposes for which issued	Statute
97	2015-16 Appropriations Act, Part 1B section 98.1	State	Local governments receiving distributions of National Forest Fund revenues required to report annually to STO indicating compliance with authorized purposes	Proviso
98	2015-16 Appropriations Act, Part 1B section 98.2	State	Decisions relating to STARS and SCEIS which involve STO Banking Operations and other functions of STO require approval of State Treasurer	Proviso
99	2015-16 Appropriations Act, Part 1B section 98.3	State	STO may pool funds from accounts for investment purposes and invest all monies in same types of investments set forth in Section 11-9-660	Proviso
100	2015-16 Appropriations Act, Part 1B section 98.4	State	Authorizes STO to charge fee for operating and management costs associated with Local Government Investment Pool, Deferred Compensation Program, Tuition Prepayment Program, and College Investment Program, and is authorized to retain and expend the fees to provide these services	Proviso
101	2015-16 Appropriations Act, Part 1B section 98.5	State	Authorizes STO to charge fee for operating and management costs associated with investment management and support operations of various state funds and programs	Proviso
102	2015-16 Appropriations Act, Part 1B section 98.6	State	Authorizes STO to charge actual costs associated with administration and management of indebtedness of State and its agencies and institutions	Proviso
103	2015-16 Appropriations Act, Part 1B section 98.7	State	Allocation of withheld accommodations tax revenues	Proviso
104	2015-16 Appropriations Act, Part 1B section 98.8	State	S.C. Tuition Prepayment Program shall not accept any new enrollment	Proviso
105	2015-16 Appropriations Act, Part 1B section 98.9	State	Penalties against counties and municipalities for non-reporting	Proviso
106	2015-16 Appropriations Act, Part 1B section 98.10	State	Authorizes State Treasurer to designate certain employees to sign payments to meet ordinary expenses of State	Proviso

# Legal Standards

107	2015-16 Appropriations Act, Part 1B section 98.11	State	STO may not expend funds to retain a third party, private sector auditor or auditor firms to fulfill duties under Uniform Unclaimed Property Act on a contingent basis or any basis other than hourly basis, except STO may join other states in multi-state contingent fee auditors' examinations, not to include companies whose parent company is headquartered in South Carolina; STO shall retain \$200,000 from Unclaimed Property Program for purpose of employing internal auditors	Proviso
108	2015-16 Appropriations Act, Part 1B section 98.12	State	Identity Theft Reimbursement Fund established in State Treasury and STO considers claims for reimbursement from fund	Proviso
109	2015-16 Appropriations Act, Part 1B section 98.13	State	Withholding of accommodations tax revenue distributions from municipality due to expenditure Tourism Expenditure Review Committee determined to be in noncompliance	Proviso
110	2015-16 Appropriations Act, Part 1B section 98.14	State	Early Literacy Partnership - STO directed to transfer funds from Subfund 4019 Governor's Teaching School Loan Program to Save the Children	Proviso
112	2015-16 Appropriations Act, Part 1B section 117.122	State	Establishes S.C. ABLE Savings Expense Fund in STO	Proviso

# Legal Standards

## Mission, Vision and Goals

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

Agency Responding	SC Office of State Treasurer
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Mission	To serve the citizens of South Carolina by providing the most transparent and accountable efficient banking, investment and financial management services for South Carolina State Government. Our commitment is to safeguard our State's financial resources and to maximize return on our State's investments.
Legal Basis for agency's mission	<ol style="list-style-type: none"> <li>Article VI, Section 7 of the State of SC Constitution states that the Treasurer shall be elected by the qualified voters of the State and shall hold his respective office for a term of four years, coterminous with that of the Governor;</li> <li>As required by SC Code of Laws, Title 11, Chapters 3, 5 &amp; 13; Title 14, Chapter 1, Accounting and Banking provides statewide services to all agencies and institutions by receipt and distribution of funds from all sources, reconciliation of account balances and bank account balances, financial reporting, management of court revenue and by providing input on budgetary and legislative matters related to statewide banking and accounting issues;</li> <li>As required by SC Code of Laws, Titles 11, Chapters 5 &amp; 13, Investments provides statewide investment services to state agencies and institutions through investment of all state funds, management of cash liquidity, cash flow, and collateral, and through management of a local government investment pool for municipalities, counties, and local districts of the state;</li> <li>As required by SC Code of Laws, Title 11, 57 and 59, Debt Management provides statewide debt management services for the State, its agencies and institutions by management of debt issues including debt structure and payments, communication with bond-rating agencies, and by ensuring compliance with legal requirements including Arbitrage Rebate and Constitutional Debt Limit;</li> <li>As required by SC Code of Laws, Title 27, Chapter 18, Unclaimed Property Program provides a statewide service to the citizens of South Carolina by returning various forms of property or money to the rightful owners; and</li> <li>As required by SC Code of Laws, Title 59, Chapters 2 &amp; 4, South Carolina Tuition Prepayment Program (SCTPP) / South Carolina College Investment Program (Future Scholar) are college savings plans that allow families the option of saving now at great advantage for their children's college education.</li> </ol>
Vision	The State Treasurer's Office desires to be the most transparent, accountable and reliable steward of public money in the country.
Legal Basis for agency's vision	See legal basis provided for mission cell C10 above.

*Instructions* :

- 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.
- 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.
- Under the "Describe how the Goal is SMART" column, enter the information which shows the goal is Specific, Measurable, Attainable, Relevant and Time-bound.
- Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing the goal.
- 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		Number of	
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# Mission, Vision and Goals

(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	Specific Measurable Attainable Relevant Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome	Responsible Person Name:	months person has been responsible for the goal or objective:	Position:
SC Code of Laws, Title 11, Chapters 3, 5 & 13; Title 14, Chapter 1	Goal 1 - Treasury Management: Manage the Statewide Banking and Accounting programs in accordance with applicable state laws.	Goal is measurable against applicable state law, attainable and relevant to the mission of the State Treasurer's Office.	Through effective treasury management, limits the costs associated with banking fees and accurately account for deposits and disbursement in accordance to applicable state laws.	Tonia Morris	12	Deputy State Treasurer
SC Const. Art. X, section 11; SC Code of Laws , Sections 11-9-660 & 11-13-30; Title 6, Chapter 6; 2015-16 Appropriations Act, Proviso 1B, sections 98.3, 98.4 & 98.5	Goal 2 - Investments: Manage all investment programs in accordance with State law as applicable, in an effective manner while preserving capital, maintaining liquidity and obtaining the best return within the appropriate risk parameters.	Goal is measurable against applicable state law, attainable and relevant to the mission of the State Treasurer's Office.	Maximizing the efficient use of surplus tax dollars, or dollars yet to be spent, via interest paying (fixed income) investments. Tax revenues are being invested to earn additional funds.	West Summers	10	Senior Assistant State Treasurer
SC Code of Laws, Title 11, Chapters 5, 9, 15, 27, 29, 31, 37, 38, 41, 43, 51; Title 57, Chapters 5 & 11; Title 59, Chapters 53, 107, & 119 to 147; 2015-16 Appropriations Act, Proviso 1B, section 98.6	Goal 3 - Debt: Manage the debt for the State, its agencies, institutions and authorities, optimizing the debt structure and ensuring timely repayment of debt when it is due.	Goal is measurable against applicable state law, attainable and relevant to the mission of the State Treasurer's Office.	Through effective debt management, the State Treasurer's Office limits the risks, impacts, and costs associated with higher effective interest rates and other borrowing costs. Such an increase in borrowing costs would either result in a greater financial need from the public or in a reduction in the capital items sought by issuers; thus, potentially jeopardizing the mission of the issuers.	Kevin Kibler	12	Senior Assistant State Treasurer
SC Code of Laws, Title 27, Chapter 18	Goal 4 - Unclaimed Property Program: Manage the Unclaimed Property Program to increase the awareness of the program and return funds to the rightful owners.	Goal is measurable against applicable state law, attainable and relevant to the mission of the State Treasurer's Office.	The SC Unclaimed Property Program returns unclaimed property to rightful owners. Unclaimed property includes, but is not limited to, bank accounts, wages or commissions, money orders, insurance proceeds, underlying shares, dividends, customer deposits, credit balances, layaways, and credit memos which have remained unclaimed by the rightful owner for a specified period of time.	Dayle Delong	8	Senior Assistant State Treasurer
SC Code of Laws, Title 59, Chapters 2 & 4	Goal 5 - Future Scholar: Manage the Future Scholar 529 Program to promote the importance of saving for college utilizing the Future Scholar 529 Plan to South Carolina residents.	Goal is measurable against applicable state law, attainable and relevant to the mission of the State Treasurer's Office.	State Treasurer's Office holds the funds in trust and it's the office's obligation to provide public access to an easy, tax-advantaged way to save for the cost of future college expenses.	Jenny McGill	12	Program Director

## Strategy, Objectives and Responsibility

This is the next chart because once the agency determines its goals, and those responsible for each goal, it then needs to determine the strategy and objectives to accomplish each goal. To ensure accountability, one person should be responsible for each objective. This can be the same person responsible for the goal, if it is a small agency, or, for larger agencies, a person who reports to the person responsible for the goal. The same person is not required to be responsible for all of the objectives.

Agency Responding	SC Office of State Treasurer	
Date of Submission	12-Jan-16	
Fiscal Year for which information below pertains	2015-16	

**Instructions :**

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

Legal Responsibilities Satisfied:	Strategic Plan Part and Description	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... Specific; Measurable; Attainable; Relevant; and Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome						



# Strategy, Objectives and Responsibility

<p>SC Code of Law 11-53-20; 2015-16 Appropriations Act, Proviso 1B, section 98.2</p>	<p><b>Objective 1.2.1</b> - Work with internal STO staff, SCEIS personnel and SAP consultants to convert, intergrate and improve all functionality and processes of the Treasury Management Division.</p>	<p>Objective is measurable against applicable benchmarks and/or comparable data analysis.</p>	<p>Converting legacy systems to SCEIS will allow the State to operate out of only one system and retire legacy systems for state-wide functions administered by the STO.</p>	<p>Tonia Morris</p>	<p>12</p>	<p>Deputy State Treasurer</p>	<p>Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201</p>	<p>Treasury Management</p>	<p>The Treasury Management Division (TMD) is responsible for the day-to-day banking operations of the State, collection and remittance of court fines, over 150,000 account deposits, payroll processing for approximately 50,000 employees, distribution of 4.4 million electronic and paper checks and cash management activities for the State.</p>
<p>SC Const. Art. X, section 11; SC Code of Laws , Sections 11-9-660 &amp; 11-13-30; Title 6, Chapter 6; 2015-16 Appropriations Act, Proviso 1B, sections 98.3, 98.4 &amp; 98.5</p>	<p><b>Goal 2 - Investments:</b> Manage all investment programs in accordance with State law as applicable, in an effective manner while preserving capital, maintaining liquidity and obtaining the best return within the appropriate risk parameters.</p>	<p>Goal is measurable against applicable state law, attainable and relevant to the mission of the State Treasurer's Office.</p>	<p>Maximizing the efficient use of surplus tax dollars, or dollars yet to be spent, via interest paying (fixed income) investments. Tax revenues are being invested to earn additional funds.</p>	<p>West Summers</p>	<p>10</p>	<p>Senior Assistant State Treasurer</p>	<p>Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201</p>	<p>Investment Management</p>	<p>The Investment Management Division manages, according to SC Code 11-9-660, approximately \$13.1 billion in assets for both the State of South Carolina and local governments.</p>
<p>The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"</p>	<p><b>Strategy 2.1</b> - Utilize the capital markets and existing relationships with the broker/dealers to facilitate the proper management of all investment funds for the State and its agencies, as well as the Local Government Investment Pool.</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>
<p>SC Const. Art. X, section 11; SC Code of Laws , Sections 11-9-660 &amp; 11-13-30; Title 6, Chapter 6</p>	<p><b>Objective 2.1.1</b> - Provide professional investment services for all funds under management to obtain the best return possible within the prescribed parameters on a portfolio basis, while maintaining liquidity and meeting or exceeding the applicable benchmarks, all while preserving capital.</p>	<p>Objective is measurable against applicable benchmarks and/or comparable data analysis.</p>	<p>Relationships provide "best bid pricing", "advance notice supply access" and published market commentary. The Division utilizes an investment consultant and investment advisor to assist the Division in market analysis, security evaluation, and best practices.</p>	<p>West Summers</p>	<p>10</p>	<p>Senior Assistant State Treasurer</p>	<p>Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201</p>	<p>Investment Management</p>	<p>The Investment Management Division manages, according to SC Code 11-9-660, approximately \$13.1 billion in assets for both the State of South Carolina and local governments.</p>



# Strategy, Objectives and Responsibility

<p>SC Code of Laws, Title 11, Chapters 5, 9, 15, 27, 29, 31, 37, 38, 41, 43, 51; Title 57, Chapters 5 &amp; 11; Title 59, Chapters 53, 107, &amp; 119 to 147; 2015-16 Appropriations Act, Proviso 1B, section 98.6</p>	<p><b>Objective 3.1.1</b> - Provide guidance to the State and its agencies, institutions and authorities for the management and structure of debt issuances and programs to ensure the lowest borrowing cost market exposure is maximized for each debt issuance.</p>	<p>Objective is measurable against applicable benchmarks and/or comparable data analysis.</p>	<p>Through effective debt structuring, the State Treasurer's Office limits the risks that a borrower will default on a debt by failing to make required payments. Such a default would result in a greater financial need from the public.</p>	<p>Kevin Kibler</p>	<p>12</p>	<p>Senior Assistant State Treasurer</p>	<p>Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201</p>	<p>Debt Management</p>	<p>The Debt Management manages more than \$6.2 billion in debt obligations of the State, its agencies, authorities and institutions. Provides research and advice to the State Treasurer, the State Budget and Control Board, and the General Assembly in matters of debt management, legislation and fiscal policy. The Debt Division works diligently with credit rating agencies to maintain the State's AAA credit rating.</p>
<p>The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"</p>	<p><b>Strategy 3.2</b> - Coordinate the relationship with the credit rating service to ensure the State's AAA credit rating is maximized.</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>
<p>SC Code of Laws, Title 11, Chapters 5, 9, 15, 27, 29, 31, 37, 38, 41, 43, 51; Title 57, Chapters 5 &amp; 11; Title 59, Chapters 53, 107, &amp; 119 to 147</p>	<p><b>Objective 3.2.1</b> - Maintain regular contact and communication with the rating services through monthly reporting of revenue collections, and periodic reporting of budgetary and legislative developments.</p>	<p>Objective is measurable against applicable benchmarks and/or comparable data analysis.</p>	<p>Through an established relationship with the credit rating services, the State Treasurer's Office limits the risks, impacts, and costs associated with higher effective interest rates and other borrowing costs. Such an increase in borrowing costs would either result in a greater financial need from the public or in a reduction in the capital items sought by issuers; thus, potentially jeopardizing the mission of the issuers. The State Treasurer's Office periodically reports budgetary results and legislative developments that could potentially affect fiscal policy to the credit rating services as part of its role in fulfilling the disclosure mode needed to maintain an effective relationship with these services.</p>	<p>Kevin Kibler</p>	<p>12</p>	<p>Senior Assistant State Treasurer</p>	<p>Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201</p>	<p>Debt Management</p>	<p>The Debt Management manages more than \$6.2 billion in debt obligations of the State, its agencies, authorities and institutions. Provides research and advice to the State Treasurer, the State Budget and Control Board, and the General Assembly in matters of debt management, legislation and fiscal policy. The Debt Division works diligently with credit rating agencies to maintain the State's AAA credit rating.</p>

# Strategy, Objectives and Responsibility

<p>SC Code of Laws, Title 11, Chapters 5, 9, 15, 27, 29, 31, 37, 38, 41, 43, 51; Title 57, Chapters 5 &amp; 11; Title 59, Chapters 53, 107, &amp; 119 to 147</p>	<p><b>Objective 3.2.2</b> - Provide advice and guidance as well as conduct an annual State review.</p>	<p>Objective is measurable against applicable benchmarks and/or comparable data analysis.</p>	<p>The State Treasurer's Office conducts an annual State review that contains State-specific information and peer group comparisons in an effort to limit the risks, impacts, and costs associated with higher effective borrowing costs. Such an increase in borrowing costs would either result in a greater financial need from the public or in a reduction in the capital items sought by issuers; thus, potentially jeopardizing the mission of the issuers.</p>	<p>Kevin Kibler</p>	<p>12</p>	<p>Senior Assistant State Treasurer</p>	<p>Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201</p>	<p>Debt Management</p>	<p>The Debt Management manages more than \$6.2 billion in debt obligations of the State, its agencies, authorities and institutions. Provides research and advice to the State Treasurer, the State Budget and Control Board, and the General Assembly in matters of debt management, legislation and fiscal policy. The Debt Division works diligently with credit rating agencies to maintain the State's AAA credit rating.</p>
<p>The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"</p>	<p><b>Strategy 3.3</b> - Complete conversion from the legacy management systems to SCEIS.</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>
<p>SC Code of Law 11-53-20, Proviso 1B, section 98.2</p>	<p><b>Objective 3.3.1</b> - Work with internal STO staff, SCEIS personnel and SAP consultants to convert, integrate and improve all functionality and processes of the Debt Division.</p>	<p>Objective is measurable against applicable benchmarks and/or comparable data analysis.</p>	<p>Converting legacy systems to SCEIS will allow the State to operate out of only one system and retire legacy systems for state-wide functions administered by the STO.</p>	<p>Kevin Kibler</p>	<p>12</p>	<p>Senior Assistant State Treasurer</p>	<p>Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201</p>	<p>Debt Management</p>	<p>The Debt Management manages more than \$6.2 billion in debt obligations of the State, its agencies, authorities and institutions. Provides research and advice to the State Treasurer, the State Budget and Control Board, and the General Assembly in matters of debt management, legislation and fiscal policy. The Debt Division works diligently with credit rating agencies to maintain the State's AAA credit rating.</p>



# Strategy, Objectives and Responsibility

<p>SC Code of Laws, Title 27, Chapter 18</p>	<p><b>Objective 4.2.1</b> - Work with media outlets and organizations to feature the Program to encourage citizens to search for accounts in their names such as phone banks; local media stories; and associations to increase the number of rightful owners paid each year.</p>	<p>Objective is measurable against applicable benchmarks and/or comparable data analysis.</p>	<p>State Treasurer's Office holds the money in trust and it's the office's obligation to increase awareness of unclaimed property. Increased awareness of unclaimed property returns money to individuals who are unaware of funds available to them. Increased inquiries ultimately ensure funds are returned to their rightful owner which can ultimately stimulate SC's economy.</p>	<p>Dayle DeLong</p>	<p>8</p>	<p>Senior Assistant State Treasurer</p>	<p>Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201</p>	<p>Unclaimed Property Program</p>	<p>Unclaimed Property Program provides a statewide service to the citizens of SC by returning various forms of intangible personal property or money to the rightful owners. The agency has the responsibility of collecting unclaimed property accounts from holder companies and organizations.</p>
<p>The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"</p>	<p><b>Strategy 4.3</b> - Increase Program efficiency through the use of technology by developing or acquiring various hardware and software systems.</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>
<p>SC Code of Laws, Title 27, Chapter 18</p>	<p><b>Objective 4.3.1</b> - Improve workflow by revising and installing new versions to improve system efficiency.</p>	<p>Objective is measurable against applicable benchmarks and/or comparable data analysis.</p>	<p>Provides an efficient and accurate method of claim workflow to increase public access to information and ensure compliance with claim processing timeframes.</p>	<p>Dayle DeLong</p>	<p>8</p>	<p>Senior Assistant State Treasurer</p>	<p>Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201</p>	<p>Unclaimed Property Program</p>	<p>Unclaimed Property Program provides a statewide service to the citizens of SC by returning various forms of intangible personal property or money to the rightful owners. The agency has the responsibility of collecting unclaimed property accounts from holder companies and organizations.</p>

# Strategy, Objectives and Responsibility

SC Code of Laws, Title 59, Chapters 2 & 4	Goal 5 - Future Scholar: Manage the Future Scholar 529 Program to promote the importance of saving for college utilizing the Future Scholar 529 Plan to South Carolina residents.	Goal is measurable against applicable state law, attainable and relevant to the mission of the State Treasurer's Office.	State Treasurer's Office holds the funds in trust and it's the office's obligation to provide public access to an easy, tax-advantaged way to save for the cost of future college expenses.	Jenny McGill	12	Program Director	Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201	Future Scholar College Savings Program Division	The SC Tuition Prepayment Program (SCTPP)/SC College Investment Program (Future Scholar) are college savings plans that allow families the option of saving now at great advantage for their childfren's college education.
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	<b>Strategy 5.1</b> - Increase citizens' awareness of Future Scholar through in-state marketing efforts based on a market research study performed on the previous fiscal year's efforts.	n/a	n/a	Jenny McGill	n/a	n/a	n/a	n/a	n/a
SC Code of Laws, Title 59, Chapters 2 & 4	<b>Objective 5.1.1</b> - Increase overall new accounts in the Future Scholar 529 Plan by 6% over the previous fiscal year while maintaining low cost investment options.	Objective is measurable against applicable benchmarks and/or comparable data analysis.	Marketing the program in an effective manner ensures the public is made aware of an easy, tax-advantaged way to save for the cost of future college expenses. Increase the number of South Carolina families actively saving for the cost of a loved ones education and in turn means that more South Carolinians will be attending college with less debt.	Jenny McGill	12	Program Director	Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201	Future Scholar College Savings Program Division	The SC Tuition Prepayment Program (SCTPP)/SC College Investment Program (Future Scholar) are college savings plans that allow families the option of saving now at great advantage for their childfren's college education.

## Associated Programs

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

Agency Responding	SC Office of State Treasurer
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**Instructions :**

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

Name of Agency Program	Description of Program	Legal Statute or Proviso Requiring the Program	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart)  List <u>ONLY ONE</u> strategic objective per row.
Treasury Management Division	Treasury Management provides statewide services to all agencies and institutions by receipt and disbursement of funds from all sources. The Treasury Management Division is responsible for the day-to-day banking operations of the State, collection and remittance of court fines, account deposits, payroll processing, check distribution and cash management activities for the State.	SC Code of Laws, Title 11, Chapters 3, 5 & 13; Title 14, Chapter 1	Objective 1.1.1 - Reduce banking costs by offering multiple electronic payment options to payees/vendors and increase target percentage of electronic payments to checks from 72% to 75% over the previous fiscal year.
Treasury Management Division	Treasury Management provides statewide services to all agencies and institutions by receipt and disbursement of funds from all sources. The Treasury Management Division is responsible for the day-to-day banking operations of the State, collection and remittance of court fines, account deposits, payroll processing, check distribution and cash management activities for the State.	SC Code of Law 11-53-20; 2015-16 Appropriations Act, Proviso 1B, section 98.2	Objective 1.2.1 - Work with internal STO staff, SCEIS personnel and SAP consultants to convert, intergrate and improve all functionality and processes of the Treasury Management Division.
Investment Management Division	Investments provides statewide investment services to state agencies and institutions through investment of all state funds, management of cash liquidity, cash flow and collateral.	SC Const. Art. X, section 11; SC Code of Laws , Sections 11-9-660 & 11-13-30; Title 6, Chapter 6	Objective 2.1.1 - Provide professional investment services for all funds under management to obtain the best return possible within the prescribed parameters on a portfolio basis, while maintaining liquidity and meeting or exceeding the applicable benchmarks, all while preserving capital.
Investment Management Division	Investments provides statewide investment services to state agencies and institutions through investment of all state funds, management of cash liquidity, cash flow and collateral.	SC Const. Art. X, section 11; SC Code of Laws , Sections 11-9-660 & 11-13-30; Title 6, Chapter 6, Proviso 1B, section 98.2	Objective 2.2.1 - Work with internal STO staff and SCEIS personnel to convert, integrate and improve all functionality and processes of the Investment Management Division.

## Associated Programs

Debt Management Division	Debt Management provides statewide debt management services for the State, it's agencies and institutions by management of debt issues including debt structure and payments. The Debt Management Division seeks to promote the maintenance of the State's credit rating through regular contact and communication with the credit rating services so that the State's credit rating is maximized.	SC Code of Laws, Title 11, Chapters 5, 9, 15, 27, 29, 31, 37, 38, 41, 43, 51; Title 57, Chapters 5 & 11; Title 59, Chapters 53, 107, & 119 to 147; 2015-16 Appropriations Act, Proviso 1B, section 98.6	Objective 3.1.1 - Provide guidance to the State and its agencies, institutions and authorities for the management and structure of debt issuances and programs to ensure the lowest borrowing cost market exposure is maximized for each debt issuance.
Debt Management Division	Debt Management provides statewide debt management services for the State, it's agencies and institutions by management of debt issues including debt structure and payments. The Debt Management Division seeks to promote the maintenance of the State's credit rating through regular contact and communication with the credit rating services so that the State's credit rating is maximized.	SC Code of Laws, Title 11, Chapters 5, 9, 15, 27, 29, 31, 37, 38, 41, 43, 51; Title 57, Chapters 5 & 11; Title 59, Chapters 53, 107, & 119 to 147	Objective 3.2.1 - Maintain regular contact and communication with the rating services through monthly reporting of revenue collections, and periodic reporting of budgetary and legislative developments.
Debt Management Division	Debt Management provides statewide debt management services for the State, it's agencies and institutions by management of debt issues including debt structure and payments. The Debt Management Division seeks to promote the maintenance of the State's credit rating through regular contact and communication with the credit rating services so that the State's credit rating is maximized.	SC Code of Laws, Title 11, Chapters 5, 9, 15, 27, 29, 31, 37, 38, 41, 43, 51; Title 57, Chapters 5 & 11; Title 59, Chapters 53, 107, & 119 to 147	Objective 3.2.2 - Provide advice and guidance as well as conduct an annual State review.
Debt Management Division	Debt Management provides statewide debt management services for the State, it's agencies and institutions by management of debt issues including debt structure and payments. The Debt Management Division seeks to promote the maintenance of the State's credit rating through regular contact and communication with the credit rating services so that the State's credit rating is maximized.	SC Code of Laws, Title 11, Chapters 5, 9, 15, 27, 29, 31, 37, 38, 41, 43, 51; Title 57, Chapters 5 & 11; Title 59, Chapters 53, 107, & 119 to 147, Proviso 1B, section 98.2	Objective 3.3.1 - Work with internal STO staff, SCEIS personnel and SAP consultants to convert, integrate and improve all functionality and processes of the Debt Division.
Unclaimed Property Program Division	Unclaimed Property Program provides a statewide service to the citizens of SC by returning various forms of intangible personal property or money to the rightful owners. The agency has the responsibility of collecting unclaimed property accounts from holder companies and organizations.	SC Code of Laws, Title 27, Chapter 18	Objective 4.1.1 - Provide and develop holder reporting training and outreach efforts to include: direct contact with holders, webinars, speaking to associates and improving reporting software and instructions for holders.
Unclaimed Property Program Division	Unclaimed Property Program provides a statewide service to the citizens of SC by returning various forms of intangible personal property or money to the rightful owners. The agency has the responsibility of collecting unclaimed property accounts from holder companies and organizations.	SC Code of Laws, Title 27, Chapter 18	Objective 4.2.1 - Work with media outlets and organizations to feature the Program to encourage citizens to search for accounts in their names such as phone banks; local media stories; and associations to increase the number of rightful owners paid each year.
Unclaimed Property Program Division	Unclaimed Property Program provides a statewide service to the citizens of SC by returning various forms of intangible personal property or money to the rightful owners. The agency has the responsibility of collecting unclaimed property accounts from holder companies and organizations.	SC Code of Laws, Title 27, Chapter 18	Objective 4.3.1 - Improve workflow by revising and installing new versions to improve system efficiency.
Future Scholar College Savings Program Division	The SC Tuition Prepayment Program (SCTPP)/SC College Investment Program (Future Scholar) are college savings plans that allow families the option of saving now at great advantage for their children's college education.	SC Code of Laws, Title 59, Chapters 2 & 4	Objective 5.1.1 - Increase overall new accounts in the Future Scholar 529 Plan by 6% over the previous fiscal year while maintaining low cost investment options.

# Strategic Budgeting

This is the next chart because once the agency determines its goals, strategies and objectives, as well as the programs that will best allow the agency to accomplish its objectives, the agency needs to determine how to allocate its funds to most effectively and efficiently accomplish the objectives. After allocating the funds to the objectives, the agency may decide to go back and revise which associated programs it will continue, curtail or eliminate in order to most effectively and efficiently accomplish its goals and objectives.

Agency Responding	SC Office of State Treasurer
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-2016

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

**Part A Instructions : Estimated Funds Available this Fiscal Year (2015-16)**

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

**Part B Instructions : How Agency Budgeted Funds this Fiscal Year (2015-16)**

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

Explanations from the Agency regarding Part A:

*Insert any additional explanations the agency would like to provide related to the information it provides below.*

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

Source of Funds:	Totals	State Funds	Other Funds				
Is the source state, other or federal funding:	Totals	State	Other				
Is funding recurring or one-time?	Totals	Recurring	Recurring				
<b>\$ From Last Year Available to Spend this Year</b>							
Amount available at end of previous fiscal year	\$20,136	\$0	\$20,136				
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	\$20,136	0	\$20,136				
If the amounts in the two rows above are not the same, explain why:	Enter explanation for each fund to the right						
<b>\$ Estimated to Receive this Year</b>							
Amount budgeted/estimated to receive in this fiscal year:	\$7,895,121	1,666,144	6,229,007				
<b>Total Actually Available this Year</b>							
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	\$7,915,257	1,666,144	6,249,143				

# Strategic Budgeting

Explanations from the Agency regarding Part B:

*Insert any additional explanations the agency would like to provide related to the information it provides below.*

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

Source of Funds: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	State Funds	Other Funds	0	0	0	0
Is source state, other or federal funding: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	State	Other	0	0	0	0
Restrictions on how agency is able to spend the funds from this source:	n/a						
<b>Amount estimated to have available to spend this fiscal year:</b> (the rows to the left should populate automatically from what the agency entered in Part A)	\$7,915,257	\$1,666,144	\$6,249,143	\$0	\$0	\$0	\$0
Are expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a						
<b>Where Agency Budgeted to Spend Money this Year</b>							
Treasury Management Expenditure Total	\$826,969	\$711,969	\$115,000				
Investments Expenditure Total	\$3,015,184		\$3,015,184				
Debt Expenditure Total	\$1,360,000		\$1,360,000				
Unclaimed Property Expenditure Total	\$1,225,000		\$1,225,000				
College Savings Expenditure Total	\$533,959		\$533,959				
Support Services Expenditure Total	\$954,145	\$954,145					
<b>Total Budgeted to Spend on Objectives and Unrelated Purposes:</b> (this should be the same as Amount estimated to have available to spend this fiscal year)	<b>\$7,915,257</b>	<b>\$1,666,114</b>	<b>\$6,249,143</b>				

## 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	SC Office of State Treasurer
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	<b>Goal 1 - Treasury Management:</b> Manage the Statewide Banking and Accounting programs in accordance with applicable state laws.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws, Title 11, Chapters 3, 5 & 13; Title 14, Chapter 1	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	<b>Strategy 1.1 -</b> Increase the number of payments Treasury Management processes electronically.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	<b>Objective 1.1.1 -</b> Reduce banking costs by offering multiple electronic payment options to payees/vendors and increase target percentage of electronic payments to checks from 72% to 75% over the previous fiscal year.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws, Title 11, Chapters 3, 5 & 13	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Processing payments electronically are more secure, efficient and less costly than processing paper payments therefore saving payee's money by lowering processing costs.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Treasury Management	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	Tonia Morris	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	12	
Position:	Deputy State Treasurer	
Office Address:	Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201	
Department or Division:	Treasury Management	
Department or Division Summary:	Treasury Management provides statewide services to all agencies and institutions by receipt and disbursement of funds from all sources. The Treasury Management Division is responsible for the day-to-day banking operations of the State, collection and remittance of court fines, account deposits, payroll processing, check distribution and cash management activities for the State.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	n/a	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	n/a	

### 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.

# Objective Details

Types of Performance Measures:

## How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.1.1 - Reduce banking costs by offering multiple electronic payment options to payees/vendors and increase target percentage of electronic payments to checks from 72% to 75% over the previous fiscal year.	
Performance Measure:	Total electronic checks sent	
Type of Measure:	Efficiency	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	72%	
2014-15 Target Results:	75%	
2014-15 Actual Results (as of 6/30/15):	73%	
2015-16 Minimum Acceptable Results:	73%	
2015-16 Target Results:	75%	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Tonia Morris, Deputy State Treasurer	
Why was this performance measure chosen?	The selected performance measures provide comparability over time periods.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Treasury management actively monitors vendors that may be open to electronic payments and communicates this with Financial Institutions in order to increase electronic payments utilization rates.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Tonia Morris, Deputy State Treasurer	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Trending data	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

## POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	Higher bank fees could ultimately impact the State and taxpayer.
Level Requires Outside Help	N/A
Outside Help to Request	N/A
Level Requires Inform General Assembly	N/A
3 General Assembly Options	Continue to authorize State and Other Fund appropriations for agency operations.

## REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Financial Statements	Internal Policy	Elliot Davis, External	7/1/12 - 6/30/13
IT Security Assessment	Internal Policy	Hewlett-Packard, External	5/1/13 - 6/30/13
IT Security Assessment	Internal Policy	Grant Thornton, External	6/1/15 - 6/30/15

## 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.

# Objective Details

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?
Various Financial Institutions	Periodically meet with financial institutions to learn about new electronic payment methods.	Business, Association or Individual

## Objective Details

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

Agency Responding	SC Office of State Treasurer
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	<b>Goal 1 - Treasury Management: Manage the Statewide Banking and Accounting programs in accordance with applicable state laws.</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Law 11-53-20; 2015-16 Appropriations Act, Proviso 1B, section 98.2	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	<b>Strategy 1.2 - Complete the conversion of all General Deposit accounts to SCEIS</b>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	<b>Objective 1.2.1 - Work with internal STO staff, SCEIS personnel and SAP consultants to convert, intergrate and improve all functionality and processes of the Treasury Management Division.</b>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Law 11-53-20; 2015-16 Appropriations Act, Proviso 1B, section 98.2	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Converting legacy systems to SCEIS will allow the State to operate out of only one system and retire legacy systems for state-wide functions administered by the STO.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Treasury Management Division	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:	Tonia Morris	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	12	
Position:	Deputy State Treasurer	
Office Address:	Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201	
Department or Division:	Treasury Management	
Department or Division Summary:	Treasury Management provides statewide services to all agencies and institutions by receipt and disbursement of funds from all sources. The Treasury Management Division is responsible for the day-to-day banking operations of the State, collection and remittance of court fines, account deposits, payroll processing, check distribution and cash management activities for the State.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	n/a	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	n/a	
PERFORMANCE MEASURES		

# Objective Details

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

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

**Types of Performance Measures:**

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.2.1 - Work with internal STO staff, SCEIS personnel and SAP consultants to convert, intergrate and improve all functionality and processes of the Treasury Management Division.	
Performance Measure:	Total deposits	
Type of Measure:	Outcome	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	n/a	
2014-15 Target Results:	n/a	
2014-15 Actual Results (as of 6/30/15):	11 out of 19 deposit bank accounts converted to SCEIS	
2015-16 Minimum Acceptable Results:	Additional deposit bank accounts converted to SCEIS	
2015-16 Target Results:	All deposit bank accounts converted to SCEIS	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Tonia Morris, Deputy State Treasurer	
Why was this performance measure chosen?	The selected performance measures for electronic checks provide comparability over time periods.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	If electronic check target is missed it is because other objectives were deemed more critical to the mission.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Tonia Morris, Deputy State Treasurer	
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?	Trending data for electronic checks	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, based on target project dates as described in row 52	
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?	All anticipated conversion dates are target dates and should be viewed as objectives or goals, not deadlines. This distinction is crucial, as the complexity of the systems involved render these conversions multi-year endeavors, which require a methodical approach and essential testing in order to ensure the confidence of the conversion.	

**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	Ensure the STO stays current and advances technologically with the ongoing changes in State accounting system and continue to develop SCEIS reports that can assist the STO in its day-to-day operations.
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## Objective Details

Level Requires Outside Help	Continue to authorize State and Other Fund appropriations for agency operations.
Outside Help to Request	N/A
Level Requires Inform General Assembly	N/A
3 General Assembly Options	Continued reliance on legacy systems could put the agency statewide banking functions at risk.

### REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Financial Statements	Internal Policy	Elliot Davis, External	7/1/12 - 6/30/13
IT Security Assessment	Internal Policy	Hewlett-Packard, External	5/1/13 - 6/30/13
IT Security Assessment	Internal Policy	Grant Thornton, External	6/1/15 - 6/30/15

### 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?
SCEIS Staff	Communication between all partner entities to ensure that system design and business requirements are met.	State/Local Government Entity
Various Financial Institutions	Communication between all partner entities to ensure that system design and business requirements are met.	Business, Association or Individual
Grant Thornton	Communication between all partner entities to ensure that system design and business requirements are met.	Business, Association or Individual
Various External Contractor Firms	Communication between all partner entities to ensure that system design and business requirements are met.	Business, Association or Individual

## Objective Details

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

Agency Responding	SC Office of State Treasurer
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	<b>Goal 2</b> - Investments: Manage all investment programs in accordance with State law as applicable, in an effective manner while preserving capital, maintaining liquidity and obtaining the best return within the appropriate risk parameters.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Const. Art. X, section 11; SC Code of Laws , Sections 11-9-660 & 11-13-30; Title 6, Chapter 6	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	<b>Strategy 2.1</b> - Utilize the capital markets and existing relationships with the broker/dealers to facilitate the proper management of all investment funds for the State and its agencies, as well as the Local Government Investment Pool.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	<b>Objective 2.1.1</b> - Provide professional investment services for all funds under management to obtain the best return possible within the prescribed parameters on a portfolio basis, while maintaining liquidity and meeting or exceeding the applicable benchmarks, all while preserving capital.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Const. Art. X, section 11; SC Code of Laws , Sections 11-9-660 & 11-13-30; Title 6, Chapter 6	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Relationships provide "best bid pricing", "advance notice supply access" and published market commentary. The Division utilizes an investment consultant and investment advisor to assist the Division in market analysis, security evaluation, and best practices.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Investment Management	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:	West Summers	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	10	
Position:	Senior Assistant State Treasurer	
Office Address:	Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201	
Department or Division:	Investment Management	

# Objective Details

Department or Division Summary:	Investments provides statewide investment services to state agencies and institutions through investment of all state funds, management of cash liquidity, cash flow and collateral.
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## Amount Budgeted and Spent To Accomplish Objective

Total Budgeted for this fiscal year:	n/a
Total Actually Spent:	n/a

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 - Provide professional investment services for all funds under management to obtain the best return possible within the prescribed parameters on a portfolio basis, while maintaining liquidity and meeting or exceeding the applicable benchmarks, all while preserving capital.
Performance Measure:	Net accrued income
Type of Measure:	Outcome
<b>Results</b>	
2013-14 Actual Results (as of 6/30/14):	\$138,467,711
2014-15 Target Results:	n/a
2014-15 Actual Results (as of 6/30/15):	\$125,772,918
2015-16 Minimum Acceptable Results:	\$120,000,000
2015-16 Target Results:	\$130,000,000
Performance Measure:	Cash income
Type of Measure:	Input/Explanatory/Activity
<b>Results</b>	
2013-14 Actual Results (as of 6/30/14):	\$138,283,311
2014-15 Target Results:	n/a
2014-15 Actual Results (as of 6/30/15):	\$130,554,124
2015-16 Minimum Acceptable Results:	\$125,000,000
2015-16 Target Results:	\$135,000,000
Performance Measure:	Average daily balance
Type of Measure:	Output
<b>Results</b>	
2013-14 Actual Results (as of 6/30/14):	\$13,077,391,194

# Objective Details

	2014-15 Target Results:	n/a
	2014-15 Actual Results (as of 6/30/15):	\$11,368,621,368
	2015-16 Minimum Acceptable Results:	\$10,800,000
	2015-16 Target Results:	\$11,000,000
	<b>Performance Measure:</b>	Securities lending income
	<b>Type of Measure:</b>	Input/Explanatory/Activity
<b>Results</b>		
	2013-14 Actual Results (as of 6/30/14):	\$186,963
	2014-15 Target Results:	n/a
	2014-15 Actual Results (as of 6/30/15):	\$216,124
	2015-16 Minimum Acceptable Results:	\$200,000
	2015-16 Target Results:	\$225,000
	<b>Performance Measure:</b>	LGIP Accounts
	<b>Type of Measure:</b>	Input/Explanatory/Activity
<b>Results</b>		
	2013-14 Actual Results (as of 6/30/14):	608
	2014-15 Target Results:	n/a
	2014-15 Actual Results (as of 6/30/15):	617
	2015-16 Minimum Acceptable Results:	600
	2015-16 Target Results:	620
	<b>Performance Measure:</b>	Investment Balances
	<b>Type of Measure:</b>	Output
<b>Results</b>		
	2013-14 Actual Results (as of 6/30/14):	\$9,173,678,235
	2014-15 Target Results:	n/a
	2014-15 Actual Results (as of 6/30/15):	\$9,971,947,822
	2015-16 Minimum Acceptable Results:	\$8,900,000
	2015-16 Target Results:	\$9,100,000

<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	West Summers, Senior Assistant State Treasurer	
Why was this performance measure chosen?	A measurement of "best return possible within the prescribed parameters..." and Cash Flow	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	West Summers, Senior Assistant State Treasurer	
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?	Historical and projected cash available for investments and interest rate forecasts as well as the asset allocation for 2015-16.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

**POTENTIAL NEGATIVE IMPACT**

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

Most Potential Negative Impact	Would result in lower returns impacting funds generated to the General Fund.
Level Requires Outside Help	N/A
Outside Help to Request	N/A
Level Requires Inform General Assembly	N/A
3 General Assembly Options	Continue to authorize State and Other Fund appropriations for agency operations.

## Objective Details

### REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal 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)
Pooled Investment Fund	Internal Policy	The Hobbs Group, PA, External	7/1/2012 - 6/30/2013
Pooled Investment Fund	Internal Policy	The Hobbs Group, PA, External	7/1/2013 - 6/30/2014
IT Security Assessment	Internal Policy	Hewlett-Packard, External	5/1/2013 - 6/30/2013
IT Security Assessment	Internal Policy	Grant Thornton, External	6/1/2015 - 6/30/2015

### 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?
Jamison, Eaton & Woods (JE&W)	JE&W serves as the Investment Advisor providing market insight, sector and security analysis to the State Treasurer's Office.	Business, Association or Individual
Pension Consulting Alliance (PCA)	PCA serves as the Investment Consultant providing recommendations on Investment Policy and best practices as well as compliance by both the Division and Advisor.	Business, Association or Individual

## Objective Details

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

Agency Responding	SC Office of State Treasurer
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	<b>Goal 2 - Investments:</b> Manage all investment programs in accordance with State law as applicable, in an effective manner while preserving capital, maintaining liquidity and obtaining the best return within the appropriate risk parameters.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Const. Art. X, section 11; SC Code of Laws , Sections 11-9-660 & 11-13-30; Title 6, Chapter 6	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	<b>Strategy 2.2 - Complete conversion from the legacy Investment Management System to SCEIS.</b>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	<b>Objective 2.2.1 - Work with internal STO staff and SCEIS personnel to convert, integrate and improve all functionality and processes of the Investment Management Division.</b>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Law 11-53-20, Proviso 1B, section 98.2	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Converting legacy systems to SCEIS will allow the State to operate out of only one system and retire legacy systems for state-wide functions administered by the STO.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Investments Division	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:	West Summers	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	10	
Position:	Senior Assistant State Treasurer	
Office Address:	Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201	
Department or Division:	Investment Management	
Department or Division Summary:	Investments provides statewide investment services to state agencies and institutions through investment of all state funds, management of cash liquidity, cash flow and collateral.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	n/a	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	n/a	
PERFORMANCE MEASURES		

# Objective Details

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

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

**Types of Performance Measures:**

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.2.1 - Work with internal STO staff and SCEIS personnel to convert, integrate and improve all functionality and processes of the Investment Management Division.	
Performance Measure:	Number of trades	
Type of Measure:	Efficiency	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	4,516	
2014-15 Target Results:	n/a	
2014-15 Actual Results (as of 6/30/15):	4,185	
2015-16 Minimum Acceptable Results:	4,000	
2015-16 Target Results:	4,500	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	West Summers, Senior Assistant State Treasurer	
Why was this performance measure chosen?	A measurement of output	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	West Summers, Senior Assistant State Treasurer	
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?	Historical volume and liquidity goals.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, based on target project dates as described in row 52	
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?	All anticipated conversion dates are target dates and should be viewed as objectives or goals, not deadlines. This distinction is crucial, as the complexity of the systems involved render these conversions multi-year endeavors, which require a methodical approach and essential testing in order to ensure the confidence of the conversion.	

**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	Would result in lower returns impacting funds generated to the General Fund.
Level Requires Outside Help	N/A

## Objective Details

Outside Help to Request	N/A
Level Requires Inform General Assembly	N/A
3 General Assembly Options	Continue to authorize State and Other Fund appropriations for agency operations.

### 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)
Pooled Investment Fund	Internal Policy	The Hobbs Group, PA, External	7/1/2012 - 6/30/2013
Pooled Investment Fund	Internal Policy	The Hobbs Group, PA, External	7/1/2013 - 6/30/2014
IT Security Assessment	Internal Policy	Hewlett-Packard, External	5/1/2013 - 6/30/2013
IT Security Assessment	Internal Policy	Grant Thornton, External	6/1/2015 - 6/30/2015

### 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?
SCEIS Staff	Communication between all partner entities to ensure that system design and business requirements are met.	State/Local Government Entity
Bloomberg	Communication between all partner entities to ensure that system design and business requirements are met.	Business, Association or Individual

## Objective Details

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

Agency Responding	SC Office of State Treasurer
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	<p><b>Goal 3</b> - Debt: Manage the debt for the State, its agencies, institutions and authorities, optimizing the debt structure and ensuring timely repayment of debt when it is due.</p> <p>Copy and paste this from the second column of the Mission, Vision and Goals Chart</p>
Legal responsibilities satisfied by Goal:	<p>SC Code of Laws, Title 11, Chapters 5, 9, 15, 27, 29, 31, 37, 38, 41, 43, 51; Title 57, Chapters 5 &amp; 11; Title 59, Chapters 53, 107, &amp; 119 to 147; 2015-16 Appropriations Act, Proviso 1B, section 98.6</p> <p>Copy and paste this from the first column of the Mission, Vision and Goals Chart</p>
# and description of Strategy the Objective is under:	<p><b>Strategy 3.1</b> - Analyze the capital markets to ensure the lowest borrowing cost is achieved under circumstances prevailing at the time funds are needed and optimize the debt structure to ensure timely repayment of debt.</p> <p>Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart</p>
Objective	
Objective # and Description:	<p><b>Objective 3.1.1</b> - Provide guidance to the State and its agencies, institutions and authorities for the management and structure of debt issuances and programs to ensure the lowest borrowing cost market exposure is maximized for each debt issuance.</p> <p>Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart</p>
Legal responsibilities satisfied by Objective:	<p>SC Code of Laws, Title 11, Chapters 5, 9, 15, 27, 29, 31, 37, 38, 41, 43, 51; Title 57, Chapters 5 &amp; 11; Title 59, Chapters 53, 107, &amp; 119 to 147; 2015-16 Appropriations Act, Proviso 1B, section 98.6</p> <p>Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart</p>
Public Benefit/Intended Outcome:	<p>Through effective debt structuring, the State Treasurer's Office limits the risks that a borrower will default on a debt by failing to make required payments. Such a default would result in a greater financial need from the public.</p> <p>Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart</p>
Agency Programs Associated with Objective	
Program Names:	<p>Debt Management</p> <p>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</p>
Responsible Person	
Name:	Kevin Kibler
Number of Months Responsible:	12
Position:	Senior Assistant State Treasurer
Office Address:	Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201
Department or Division:	Debt Management

# Objective Details

Department or Division Summary:	Debt Management provides statewide debt management services for the State, it's agencies and institutions by management of debt issues including debt structure and payments. The Debt Management Division seeks to promote the maintenance of the State's credit rating through regular contact and communication with the credit rating services so that the State's credit rating is maximized.
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### Amount Budgeted and Spent To Accomplish Objective

Total Budgeted for this fiscal year:	n/a
Total Actually Spent:	n/a

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 3.1.1 - Provide guidance to the State and its agencies, institutions and authorities for the management and structure of debt issuances and programs to ensure the lowest borrowing cost market exposure is maximized for each debt issuance.
Performance Measure:	Total Debt Issuance
Type of Measure:	Outcome
<b>Results</b>	
2013-14 Actual Results (as of 6/30/14):	\$363 million
2014-15 Target Results:	N/A
2014-15 Actual Results (as of 6/30/15):	\$582 million
2015-16 Minimum Acceptable Results:	\$751 Million
2015-16 Target Results:	\$828 million

Performance Measure:	Cost of Debt Issuance
Type of Measure:	Efficiency
<b>Results</b>	
2013-14 Actual Results (as of 6/30/14):	1.57%
2014-15 Target Results:	At or below market rates for equivalently rated debt
2014-15 Actual Results (as of 6/30/15):	1.15%
2015-16 Minimum Acceptable Results:	1.25%
2015-16 Target Results:	1.15%

<b>Details</b>	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected

## Objective Details

What are the names and titles of the individuals who chose this as a performance measure?	Kevin Kibler, Senior Assistant State Treasurer
Why was this performance measure chosen?	These performance measures were chosen to best correspond with the success of the objective based the benchmarks and standards of the public indebtedednss industry.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kevin Kibler, Senior Assistant State Treasurer
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?	With several newly implemented analytical and management COI documents, the Debt Management Division believes that it will able to match and/or reduce the COI expenditures from prior years,
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

### POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	An increase in borrowing costs would either result in a greater financial need from the public or in a reduction in the capital items sought by issuers.
Level Requires Outside Help	N/A
Outside Help to Request	N/A
Level Requires Inform General Assembly	N/A
3 General Assembly Options	Continue to authorize State and Other Fund appropriations for agency operations.

### REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Financial Statements	Internal Policy	Elliot Davis, External	7/1/2012 - 6/30/2013
IT Security Assessment	Internal Policy	Hewlett-Packard, External	5/1/2013 - 6/30/2013
IT Security Assessment	Internal Policy	Grant Thornton, External	6/1/2015 - 6/30/2015
Tobacco Settlement Revenue Management Authority	Internal Policy	Hobbs Group, PA, External	7/1/2012 - 6/30/2013
Tobacco Settlement Revenue Management Authority	Internal Policy	Hobbs Group, PA, External	7/1/2013 - 6/30/2014
SC Resources Authority	Internal Policy	Hobbs Group, PA, External	7/1/2012 - 6/30/2013

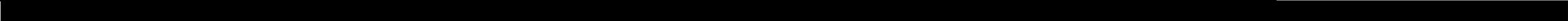
### PARTNERS

*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?
State Agencies	Coordinates and interacts with partners to achieve objective.	State/Local Government Entity
Bond Counsel (various)	Coordinates and interacts with partners to achieve objective.	Business, Association or Individual
Financial Advisor (various)	Coordinates and interacts with partners to achieve objective.	Business, Association or Individual
Credit Rating Agencies (various)	Coordinates and interacts with partners to achieve objective.	Business, Association or Individual
Underwriter (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual

# Objective Details

BLX Group (Arbitrage Consultant)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Paying Agent/Registrar (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual



## Objective Details

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

Agency Responding	SC Office of State Treasurer
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	<b>Goal 3</b> - Debt: Manage the debt for the State, its agencies, institutions and authorities, optimizing the debt structure and ensuring timely repayment of debt when it is due.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws, Title 11, Chapters 5, 9, 15, 27, 29, 31, 37, 38, 41, 43, 51; Title 57, Chapters 5 & 11; Title 59, Chapters 53, 107, & 119 to 147; 2015-16 Appropriations Act, Proviso 1B, section 98.6	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	<b>Strategy 3.2</b> - Coordinate the relationship with the credit rating service to ensure the State's AAA credit rating is maximized.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	<b>Objective 3.2.1</b> - Maintain regular contact and communication with the rating services through monthly reporting of revenue collections, and periodic reporting of budgetary and legislative developments.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws, Title 11, Chapters 5, 9, 15, 27, 29, 31, 37, 38, 41, 43, 51; Title 57, Chapters 5 & 11; Title 59, Chapters 53, 107, & 119 to 147	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Through an established relationship with the credit rating services, the State Treasurer's Office limits the risks, impacts, and costs associated with higher effective interest rates and other borrowing costs. Such an increase in borrowing costs would either result in a greater financial need from the public or in a reduction in the capital items sought by issuers; thus, potentially jeopardizing the mission of the issuers. The State Treasurer's Office periodically reports budgetary results and legislative developments that could potentially affect fiscal policy to the credit rating services as part of its role in fulfilling the disclosure mode needed to maintain an effective relationship with these services.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Debt Management	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:	Kevin Kibler	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	12	

# Objective Details

Position:	Senior Assistant State Treasurer
Office Address:	Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201
Department or Division:	Debt Management
Department or Division Summary:	Debt Management provides statewide debt management services for the State, it's agencies and institutions by management of debt issues including debt structure and payments. The Debt Management Division seeks to promote the maintenance of the State's credit rating through regular contact and communication with the credit rating services so that the State's credit rating is maximized.
<b>Amount Budgeted and Spent To Accomplish Objective</b>	
Total Budgeted for this fiscal year:	n/a
Total Actually Spent:	n/a

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 3.2.1 - Maintain regular contact and communication with the rating services through monthly reporting of revenue collections, and periodic reporting of budgetary and legislative developments.
Performance Measure:	State's credit rating
Type of Measure:	Outcome
<b>Results</b>	
2013-14 Actual Results (as of 6/30/14):	AAA/Aaa/AA+
2014-15 Target Results:	AAA/Aaa/AAA
2014-15 Actual Results (as of 6/30/15):	AAA/Aaa/AA+
2015-16 Minimum Acceptable Results:	AAA/Aaa/AA+
2015-16 Target Results:	AAA/Aaa/AAA
<b>Details</b>	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Kevin Kibler, Senior Assistant State Treasurer
Why was this performance measure chosen?	These performance measures were chosen to best correspond with the success of the objective based the benchmarks and standards of the public indebtedness industry.

## Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The Debt Management Division constantly communicates with all of the rating agencies - and specifically, S&P - in an effort to improve those financial dynamics which are viewed as weaker for the state, such as the economy, pension plans, etc.
What are the names and titles of the individuals who chose the target value for 2015-16?	Kevin Kibler, Senior Assistant State Treasurer
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?	That the state is viewed as incredibly close to "AAA" rating standards by S&P, an effort to focus on those one or two variables that prevent the "AAA" rating could potentially yield results.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Unknown
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?	That the state is viewed as incredibly close to "AAA" rating standards by S&P, an effort to focus on those one or two variables that prevent the "AAA" rating could potentially yield results.

### 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	An increase in borrowing costs would either result in a greater financial need from the public or in a reduction in the capital items sought by issuers.
Level Requires Outside Help	N/A
Outside Help to Request	N/A
Level Requires Inform General Assembly	N/A
3 General Assembly Options	Continue to authorize State and Other Fund appropriations for agency operations.

### REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Financial Statements	Internal Policy	Elliot Davis, External	7/1/2012 - 6/30/2013
IT Security Assessment	Internal Policy	Hewlett-Packard, External	5/1/2013 - 6/30/2013
IT Security Assessment	Internal Policy	Grant Thornton, External	6/1/2015 - 6/30/2015

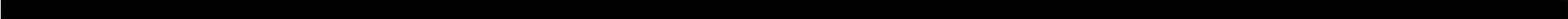
### PARTNERS

**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?
Various State Agencies	Coordinates and interacts with partners to achieve goal.	State/Local Government Entity
Bond Counsel (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Disclosure Counsel (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Issuer's Counsel (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Transaction Counsel (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Tax Counsel (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Financial Advisor (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual

# Objective Details

Credit Rating Agencies (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Cash Flow Verification Agent (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Paying Agent/Registrar (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
BLX Group (Arbitrage Consultant)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Underwriter (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual



## Objective Details

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

Agency Responding	SC Office of State Treasurer
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	<b>Goal 3</b> - Debt: Manage the debt for the State, its agencies, institutions and authorities, optimizing the debt structure and ensuring timely repayment of debt when it is due.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws, Title 11, Chapters 5, 9, 15, 27, 29, 31, 37, 38, 41, 43, 51; Title 57, Chapters 5 & 11; Title 59, Chapters 53, 107, & 119 to 147; 2015-16 Appropriations Act, Proviso 1B, section 98.6	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	<b>Strategy 3.2</b> - Coordinate the relationship with the credit rating service to ensure the State's AAA credit rating is maximized.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	<b>Objective 3.2.2</b> - Provide advice and guidance as well as conduct an annual State review.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws, Title 11, Chapters 5, 9, 15, 27, 29, 31, 37, 38, 41, 43, 51; Title 57, Chapters 5 & 11; Title 59, Chapters 53, 107, & 119 to 147	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	The State Treasurer's Office conducts an annual State review that contains State-specific information and peer group comparisons in an effort to limit the risks, impacts, and costs associated with higher effective borrowing costs. Such an increase in borrowing costs would either result in a greater financial need from the public or in a reduction in the capital items sought by issuers; thus, potentially jeopardizing the mission of the issuers.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Debt Management	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:	Kevin Kibler	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	12	
Position:	Senior Assistant State Treasurer	
Office Address:	Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201	
Department or Division:	Debt Management	

# Objective Details

Department or Division Summary:	Debt Management provides statewide debt management services for the State, it's agencies and institutions by management of debt issues including debt structure and payments. The Debt Management Division seeks to promote the maintenance of the State's credit rating through regular contact and communication with the credit rating services so that the State's credit rating is maximized.
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## Amount Budgeted and Spent To Accomplish Objective

Total Budgeted for this fiscal year:	n/a
Total Actually Spent:	n/a

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 3.2.2 - Provide advice and guidance as well as conduct an annual State review.
Performance Measure:	State's credit rating
Type of Measure:	Outcome
<b>Results</b>	
2013-14 Actual Results (as of 6/30/14):	AAA/Aaa/AA+
2014-15 Target Results:	AAA/Aaa/AAA
2014-15 Actual Results (as of 6/30/15):	AAA/Aaa/AA+
2015-16 Minimum Acceptable Results:	AAA/Aaa/AA+
2015-16 Target Results:	AAA/Aaa/AAA
<b>Details</b>	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Kevin Kibler, Senior Assistant State Treasurer
Why was this performance measure chosen?	These performance measures were chosen to best correspond with the success of the objective based the benchmarks and standards of the public indebtedness industry.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The Debt Management Division constantly communicates with all of the rating agencies - and specifically, S&P - in an effort to improve those financial dynamics which are viewed as weaker for the state, such as the economy, pension plans, etc.
What are the names and titles of the individuals who chose the target value for 2015-16?	Kevin Kibler, Senior Assistant State Treasurer

# Objective Details

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?	That the state is viewed as incredibly close to "AAA" rating standards by S&P, an effort to focus on those one or two variables that prevent the "AAA" rating could potentially yield results.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Unknown
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?	That the state is viewed as incredibly close to "AAA" rating standards by S&P, an effort to focus on those one or two variables that prevent the "AAA" rating could potentially yield results.

## 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	An increase in borrowing costs would either result in a greater financial need from the public or in a reduction in the capital items sought by issuers.
Level Requires Outside Help	N/A
Outside Help to Request	N/A
Level Requires Inform General Assembly	N/A
3 General Assembly Options	Continue to authorize State and Other Fund appropriations for agency operations.

## REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Financial Statements	Internal Policy	Elliot Davis, External	7/1/2012 - 6/30/2013
IT Security Assessment	Internal Policy	Hewlett-Packard, External	5/1/2013 - 6/30/2013
IT Security Assessment	Internal Policy	Grant Thornton, External	6/1/2015 - 6/30/2015

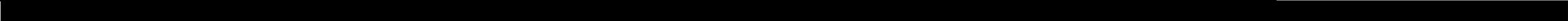
## PARTNERS

**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?
Various State Agencies	Coordinates and interacts with partners to achieve goal.	State/Local Government Entity
Bond Counsel (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Disclosure Counsel (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Issuer's Counsel (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Transaction Counsel (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Tax Counsel (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Financial Advisor (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Credit Rating Agencies (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Cash Flow Verification Agent (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Paying Agent/Registrar (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual

# Objective Details

BLX Group (Arbitrage Consultant)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual
Underwriter (various)	Coordinates and interacts with partners to achieve goal.	Business, Association or Individual



## Objective Details

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

Agency Responding	SC Office of State Treasurer
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	<b>Goal 3 - Debt:</b> Manage the debt for the State, its agencies, institutions and authorities, optimizing the debt structure and ensuring timely repayment of debt when it is due.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 11-53-20; Appropriations Act, Proviso 1B, section 98.6	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	<b>Strategy 3.3 - Complete conversion from the legacy management systems to SCEIS.</b>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	<b>Objective 3.3.1 - Work with internal STO staff, SCEIS personnel and SAP consultants to convert, integrate and improve all functionality and processes of the Debt Division.</b>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Law 11-53-20; Appropriations Act, Proviso 1B, section 98.6	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Converting legacy systems to SCEIS will allow the State to operate out of only one system and retire legacy systems for state-wide functions administered by the STO.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Debt Management	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:	Kevin Kibler	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	12	
Position:	Senior Assistant State Treasurer	
Office Address:	Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201	
Department or Division:	Debt Management	
Department or Division Summary:	Debt Management provides statewide debt management services for the State, it's agencies and institutions by management of debt issues including debt structure and payments. The Debt Management Division seeks to promote the maintenance of the State's credit rating through regular contact and communication with the credit rating services so that the State's credit rating is maximized.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	n/a	Copy and paste this information from the Strategic Budgeting Chart

# Objective Details

Total Actually Spent:	n/a
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## PERFORMANCE MEASURES

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

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

### Types of Performance Measures:

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

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

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

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

### How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.3.1 - Work with internal STO staff, SCEIS personnel and SAP consultants to convert, integrate and improve all functionality and processes of the Debt Division.
Performance Measure:	Debt refinancing savings
Type of Measure:	Efficiency
<b>Results</b>	
2013-14 Actual Results (as of 6/30/14):	\$9 million
2014-15 Target Results:	Maximize savings generated by timing the market
2014-15 Actual Results (as of 6/30/15):	\$5,300,000
2015-16 Minimum Acceptable Results:	\$12,500,000
2015-16 Target Results:	\$14,606,756

Performance Measure:	Total annual debt service requirement
Type of Measure:	
<b>Results</b>	
2013-14 Actual Results (as of 6/30/14):	\$182,135,964
2014-15 Target Results:	As required by the Constitution and statute
2014-15 Actual Results (as of 6/30/15):	\$195,719,588
2015-16 Minimum Acceptable Results:	\$158,272,647
2015-16 Target Results:	\$133,171,397

<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Kevin Kibler, Senior Assistant State Treasurer	
Why was this performance measure chosen?	These performance measures were chosen to best correspond with the success of the objective based the benchmarks and standards of the public indebteddnss industry.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Kevin Kibler, Senior Assistant State Treasurer	
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?	The projected Net Present Value savings associated with the refunding portion of the known FY 2015-16 General Obligation Debt to be issued - as well as the amount of the State's General Obligation debt service requirement for FY 2015-16 - are the bases of the respective target values.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes, based on target project dates as described in row 61	

# Objective Details

If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	All anticipated conversion dates are target dates and should be viewed as objectives or goals, not deadlines. This distinction is crucial, as the complexity of the systems involved render these conversions multi-year endeavors, which require a methodical approach and essential testing in order to ensure the confidence of the conversion.
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## 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	An increase in borrowing costs would either result in a greater financial need from the public or in a reduction in the capital items sought by issuers.
Level Requires Outside Help	N/A
Outside Help to Request	N/A
Level Requires Inform General Assembly	N/A
3 General Assembly Options	Continue to authorize State and Other Fund appropriations for agency operations.

## REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Financial Statements	Internal Policy	Elliot Davis, External	7/1/2012 - 6/30/2013
IT Security Assessment	Internal Policy	Hewlett-Packard, External	5/1/2013 - 6/30/2013
IT Security Assessment	Internal Policy	Grant Thornton, External	6/1/2015 - 6/30/2015

## 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?
Paying Agent/Registrar (various)	Coordinates and interacts with partners to achieve	Business, Association or Individual
SCEIS Staff	Coordinates and interacts with partners to achieve objective.	State/Local Government Entity

## Objective Details

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

Agency Responding	SC Office of State Treasurer
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

<b>Strategic Plan Context</b>		
# and description of Goal the Objective is helping accomplish:	<b>Goal 4 - Unclaimed Property Program:</b> Manage the Unclaimed Property Program to increase the awareness of the program and return funds to the rightful owners.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws, Title 27, Chapter 18	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	<b>Strategy 4.1 - Increase holder companies' compliance</b> with reporting by providing them with more informational and educational opportunities.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
<b>Objective</b>		
Objective # and Description:	<b>Objective 4.1.1 - Provide and develop holder reporting training and outreach efforts to include:</b> direct contact with holders, webinars, speaking to associates and improving reporting software and instructions for holders.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws, Title 27, Chapter 18	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Increased awareness of holder reporting requirements ensures holders properly remit unclaimed funds to the State so that unclaimed property can be returned to their rightful owner(s).	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
<b>Agency Programs Associated with Objective</b>		
Program Names:	Unclaimed Property Program	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
<b>Responsible Person</b>		
Name:	Dayle Delong	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	8	
Position:	Senior Assistant State Treasurer	
Office Address:	Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201	
Department or Division:	Unclaimed Property Program	
Department or Division Summary:	Unclaimed Property Program provides a statewide service to the citizens of SC by returning various forms of intangible personal property or money to the rightful owners. The agency has the responsibility of collecting unclaimed property accounts from holder companies and organizations.	
<b>Amount Budgeted and Spent To Accomplish Objective</b>		
Total Budgeted for this fiscal year:	n/a	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	n/a	

## PERFORMANCE MEASURES

## Objective Details

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

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

**Types of Performance Measures:**

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

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

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

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

### How the Agency is Measuring its Performance

Objective Number and Description	Objective 4.1.1 - Provide and develop holder reporting training and outreach efforts to include: direct contact with holders, webinars, speaking to associates and improving reporting software and instructions for holders.	
Performance Measure:	Amount of funds received from holders	
Type of Measure:	Outcome	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	50,643,694	
2014-15 Target Results:	5% Increase	
2014-15 Actual Results (as of 6/30/15):	58,066,955	
2015-16 Minimum Acceptable Results:	60,970,302 (5% increase)	
2015-16 Target Results:	60,970,302 (5% increase)	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Director UPP division	
Why was this performance measure chosen?	By providing increased holder outreach and education, the amount of funds reported each year should increase.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Dayle Delong - Senior Assistant State Treasurer	
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?	The program average historical growth rates were considered when determining the level. We set what we believe is a reasonable level for growth.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

### POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	A decrease in the number of companies complying with the SC Uniform Unclaimed Property Act would result in a decrease of funds being returned to the rightful owner and a decrease in General Funds returned to the State each year.
Level Requires Outside Help	N/A
Outside Help to Request	N/A
Level Requires Inform General Assembly	N/A
3 General Assembly Options	Continue to authorize State and Other Fund appropriations for agency operations.

### 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)
IT Security Assessment	Internal Policy	Grant Thornton, External	06/01/2015-06/30/2015

# Objective Details

Financial Statements	Internal Policy	Elliot Davis, External	7/1/12 - 6/30/13
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**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?
Division of State Technology	DTO provides network support for the program and also hosts our application and web site.	State/Local Government Entity
Xerox	DTO provides network support for the program and also hosts our application and web site.	Business, Association or Individual
Eagle Technology Management (ETM)	ETM is a private company endorsed by the National Association of Unclaimed Property Administrators (NAUPA) to provide free reporting software to holder companies.	Business, Association or Individual
Other potential vendors	DTO provides network support for the program and also hosts our application and web site.	Business, Association or Individual

## Objective Details

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

Agency Responding	SC Office of State Treasurer
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	<p><b>Goal 4</b> - Unclaimed Property Program: Manage the Unclaimed Property Program to increase the awareness of the program and return funds to the rightful owners.</p> <p>Copy and paste this from the second column of the Mission, Vision and Goals Chart</p>
Legal responsibilities satisfied by Goal:	<p>SC Code of Laws, Title 27, Chapter 18</p> <p>Copy and paste this from the first column of the Mission, Vision and Goals Chart</p>
# and description of Strategy the Objective is under:	<p><b>Strategy 4.2</b> - Increase citizens' awareness of the Unclaimed Property Program through promotion in various media outlets.</p> <p>Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart</p>
Objective	
Objective # and Description:	<p><b>Objective 4.2.1</b> - Work with media outlets and organizations to feature the Program to encourage citizens to search for accounts in their names such as phone banks; local media stories; and associations to increase the number of rightful owners paid each year.</p> <p>Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart</p>
Legal responsibilities satisfied by Objective:	<p>SC Code of Laws, Title 27, Chapter 18</p> <p>Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart</p>
Public Benefit/Intended Outcome:	<p>State Treasurer's Office holds the money in trust and it's the office's obligation to increase awareness of unclaimed property. Increased awareness of unclaimed property returns money to individuals who are unaware of funds available to them. Increased inquiries ultimately ensure funds are returned to their rightful owner which can ultimately stimulate SC's economy.</p> <p>Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart</p>
Agency Programs Associated with Objective	
Program Names:	<p>Unclaimed Property Program</p> <p>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</p>
Responsible Person	
Name:	<p>Dayle Delong</p> <p>Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart</p>
Number of Months Responsible:	8
Position:	Senior Assistant State Treasurer
Office Address:	Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201
Department or Division:	Unclaimed Property Program
Department or Division Summary:	<p>Unclaimed Property Program provides a statewide service to the citizens of SC by returning various forms of intangible personal property or money to the rightful owners. The agency has the responsibility of collecting unclaimed property accounts from holder companies and organizations.</p>

# Objective Details

## Amount Budgeted and Spent To Accomplish Objective

Total Budgeted for this fiscal year:	n/a	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	n/a	

## PERFORMANCE MEASURES

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

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

### Types of Performance Measures:

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

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

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

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

## How the Agency is Measuring its Performance

Objective Number and Description	Objective 4.2.1 - Work with media outlets and organizations to feature the Program to encourage citizens to search for accounts in their names such as phone banks; local media stories; and associations to increase the number of rightful owners paid each year.	
Performance Measure:	UPP Number of accounts paid	
Type of Measure:	Output	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	26,768	
2014-15 Target Results:	Increase by 5%	
2014-15 Actual Results (as of 6/30/15):	32,306	
2015-16 Minimum Acceptable Results:	33,921	
2015-16 Target Results:	33,921	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Director UPP Division	
Why was this performance measure chosen?	This number captures the total quantity of properties being paid to rightful owners.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Dayle Delong - Senior Assistant State Treasurer	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Historical growth rates	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

## POTENTIAL NEGATIVE IMPACT

# Objective Details

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

Most Potential Negative Impact	A decrease in the number of funds returned would result in less funds ultimately being placed in the hands of the rightful owner.
Level Requires Outside Help	N/A
Outside Help to Request	N/A
Level Requires Inform General Assembly	N/A
3 General Assembly Options	Continue to authorize State and Other Fund appropriations for agency operations.

## 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)
IT Security Assessment	Internal Policy	Grant Thornton, External	06/01/2015-06/30/2015
Financial Statements	Internal Policy	Elliot Davis, External	7/1/12 - 6/30/13

## 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?
Division of State Technology	DTO provides network support for the program and also hosts our application and web site.	State/Local Government Entity
Xerox	DTO provides network support for the program and also hosts our application and web site.	Business, Association or Individual
Eagle Technology Management (ETM)	ETM is a private company endorsed by the National Association of Unclaimed Property Administrators (NAUPA) to provide free reporting software to holder companies.	Business, Association or Individual
Other potential vendors	DTO provides network support for the program and also hosts our application and web site.	Business, Association or Individual

## Objective Details

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

Agency Responding	SC Office of State Treasurer
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	<b>Goal 4</b> - Unclaimed Property Program: Manage the Unclaimed Property Program to increase the awareness of the program and return funds to the rightful owners.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws, Title 27, Chapter 18	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	<b>Strategy 4.3</b> - Increase Program efficiency through the use of technology by developing or acquiring various hardware and software systems.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	<b>Objective 4.3.1</b> - Improve workflow by revising and installing new versions to improve system efficiency.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws, Title 27, Chapter 18	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Provides an efficient and accurate method of claim workflow to increase public access to information and ensure compliance with claim processing timeframes.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Unclaimed Property Program	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Dayle Delong	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	8	
Position:	Senior Assistant State Treasurer	
Office Address:	Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201	
Department or Division:	Unclaimed Property Program	
Department or Division Summary:	Unclaimed Property Program provides a statewide service to the citizens of SC by returning various forms of intangible personal property or money to the rightful owners. The agency has the responsibility of collecting unclaimed property accounts from holder companies and organizations.	
Amount Budgeted and Spent To Accomplish Objective		

# Objective Details

Total Budgeted for this fiscal year:	n/a	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	n/a	

## PERFORMANCE MEASURES

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

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

### Types of Performance Measures:

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

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

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

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

### How the Agency is Measuring its Performance

Objective Number and Description	Objective 4.3.1 - Improve workflow by revising and installing new versions to improve system efficiency.	
Performance Measure:	Expedited claims processing and payment	
Type of Measure:	Efficiency	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	n/a	
2014-15 Target Results:	n/a	
2014-15 Actual Results (as of 6/30/15):	n/a	
2015-16 Minimum Acceptable Results:	n/a	
2015-16 Target Results:	n/a	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Dayle Delong - Senior Assistant State Treasurer	
Why was this performance measure chosen?	This performance measure was chosen to best correspond with the success of the objective to streamline processes.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	Dayle Delong - Senior Assistant State Treasurer	
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?	Industry standards and the future availability of new technologies.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No	
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?	Requested budget authority for this initiative in FY16-17.	

## POTENTIAL NEGATIVE IMPACT

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

## Objective Details

Most Potential Negative Impact	Inability to convert to new technologies would result in less funds ultimately being placed in the hands of the rightful owner.
Level Requires Outside Help	N/A
Outside Help to Request	N/A
Level Requires Inform General Assembly	N/A
3 General Assembly Options	Continue to authorize State and Other Fund appropriations for agency operations.

### 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)
IT Security Assessment	Internal Policy	Grant Thornton, External	06/01/2015-06/30/2015
Financial Statements	Internal Policy	Elliot Davis, External	7/1/12 - 6/30/13

### 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?
Division of State Technology	DTO provides network support for the program and also hosts our application and web site.	State/Local Government Entity
Xerox	DTO provides network support for the program and also hosts our application and web site.	Business, Association or Individual
Eagle Technology Management (ETM)	ETM is a private company endorsed by the National Association of Unclaimed Property Administrators (NAUPA) to provide free reporting software to holder companies.	Business, Association or Individual
Other potential vendors	DTO provides network support for the program and also hosts our application and web site.	Business, Association or Individual

## Objective Details

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

Agency Responding	SC Office of State Treasurer
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	<b>Goal 5 - Future Scholar: Manage the Future Scholar 529 Program to promote the importance of saving for college utilizing the Future Scholar 529 Plan to South Carolina residents.</b>	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws, Title 59, Chapters 2 & 4	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	<b>Strategy 5.1 - Increase citizens' awareness of Future Scholar through in-state marketing efforts based on a market research study performed on the previous fiscal year's efforts.</b>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	<b>Objective 5.1.1 - Increase overall new accounts in the Future Scholar 529 Plan by 6% over the previous fiscal year while maintaining low cost investment options.</b>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws, Title 59, Chapters 2 & 4	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Marketing the program in an effective manner ensures the public is made aware of an easy, tax-advantaged way to save for the cost of future college expenses. Increase the number of South Carolina families actively saving for the cost of a loved ones education and in turn means that more South Carolinians will be attending college with less debt.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Future Scholar College Savings Program Division	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:	Jenny McGill	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	96	
Position:	Program Director	
Office Address:	Wade Hampton Office Building, 1200 Senate Street, Columbia, SC 29201	
Department or Division:	Future Scholar College Savings Program Division	
Department or Division Summary:	The SC Tuition Prepayment Program (SCTPP)/SC College Investment Program (Future Scholar) are college savings plans that allow families the option of saving now at great advantage for their children's college education.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	n/a	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	n/a	

# Objective Details

## PERFORMANCE MEASURES

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

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

**Types of Performance Measures:**

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

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

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

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

### How the Agency is Measuring its Performance

Objective Number and Description	Objective 5.1.1 - Increase overall new accounts in the Future Scholar 529 Plan by 6% over the previous fiscal year while maintaining low cost investment options.	
Performance Measure:	Future Scholar 529 Accounts	
Type of Measure:	Output	
<b>Results</b>		
2013-14 Actual Results (as of 6/30/14):	108,464	
2014-15 Target Results:	Increase by 6%	
2014-15 Actual Results (as of 6/30/15):	119,372	
2015-16 Minimum Acceptable Results:	Increase by 5%	
2015-16 Target Results:	Increase by 6%	
<b>Details</b>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Jenny McGill, Program Director	
Why was this performance measure chosen?	To measure that the Future Scholar 529 program was and continues to reach more South Carolina families and help them save for the costs of higher education.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	Jenny McGill, Program 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?	The industry average and historical growth rates were considered when determining the level. We set what we believe is a reasonable level for growth.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

## POTENTIAL NEGATIVE IMPACT

## Objective Details

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

Most Potential Negative Impact	A decrease in participants would reduce savings for college and increase debt required to attend college.
Level Requires Outside Help	N/A
Outside Help to Request	N/A
Level Requires Inform General Assembly	N/A
3 General Assembly Options	Continue to authorize State and Other Fund appropriations for agency operations.

### 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)
Tuition Prepayment Program Audit	Internal Policy	McGladrey LLP, External	7/1/2014-6/30/2015

### 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?
ColumbiaThreadneedle	Program Manager	Business, Association or Individual

# Reporting Requirements

Agency Responding	SC Office of State Treasurer
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

**Instructions :**

List all reports, if any, the agency is required to submit to a state, federal or outside entity on a regular basis. Insert the name of each report in a separate column and answer the questions below it. Add as many columns as needed.

PLEASE NOTE: All information the agency provides in the rows below the row labeled, "Date the Report was last submitted," should apply to when the agency most recently submitted the report (i.e. date report was last submitted).

Agency Responding	State Treasurer's Office	State Treasurer's Office	State Treasurer's Office	State Treasurer's Office	State Treasurer's Office	SC Office of State Treasurer	SC Office of State Treasurer
Report #	1	2	3	4	5	6	7
Report Name:	Restructuring Report	Restructuring Report	Accountability Report	SC Tuition Prepayment Program Actuarial Report	General Fund Debt Service Request for Upcoming Fiscal Year	Cash Management Improvement Act (CMIA) Treasury State Agreement	Cash Management Improvement Act (CMIA) Annual Report
<b>Why Report is Required</b>							
Legislative entity requesting the agency complete the report:	House Legislative Oversight Committee	Senate Legislative Oversight Committee	Executive Budget Office	Legislature	House Ways & Means, Senate Finance	U.S. Congress	U.S. Congress
Law which requires the report:	1-30-10(G)	1-30-10(G)	1-1-820 and Proviso 117.31	59-4-70	59-4-70	CFR31 Part 205	CFR31 Part 205
Agency's understanding of the intent of the report:	Increased Efficiency	Increased Efficiency	Provide Governor & the General Assembly w/ information that supports their analysis of the budget and also ensure that the Agency Head Salary Commission has a basis for its decisions	To update on the actuarial soundness of the program	N/A	Annual Treasury-State Agreements (based on the State's fiscal year), which include: --Covered programs --Funding techniques --Clearance pattern methodologies --Interest calculation methodologies --Projected reimbursements for direct costs	Annual Reports (submitted by December 31 of each year), which report on: --Federal Interest Liabilities --State Interest Liabilities --State Direct Cost Claims
Year agency was first required to complete the report:	2015	2015	1995	1999	Information is not available as it has been done so long	1994	1994
Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	Annually	Annually	Annually	annually	annually
<b>Information on Most Recently Submitted Report</b>							
Date Report was last submitted:	3/31/2015	1/13/2015	9/15/2015	12/1/2015	10/16/2015	30-Jun-15	31-Dec-14
<b>Timing of the Report</b>							
Month Report Template is Received by Agency:	March	November	July	September	N/A	May	November
Month Agency is Required to Submit the Report:	March	January	September	December	September	June	December
<b>Where Report is Available &amp; Positive Results</b>							
To whom the agency provides the completed report:	Legislative Oversight Committee	Legislative Oversight Committee	SC Legislature	SC Legislature	Revenue & Fiscal Affairs	Bureau of the Fiscal Service, U.S. Department of the Treasury	Bureau of the Fiscal Service, U.S. Department of the Treasury
Website on which the report is available:	<a href="http://www.scstatehouse.gov/">http://www.scstatehouse.gov/</a>	<a href="http://www.scstatehouse.gov/">http://www.scstatehouse.gov/</a>	<a href="http://www.treasurer.sc.gov/">http://www.treasurer.sc.gov/</a>	<a href="http://www.treasurer.sc.gov/">http://www.treasurer.sc.gov/</a>	N/A	<a href="https://www.fiscal.treasury.gov/fsservices/gov/rvnColl/cmias/rvnColl_cmia_agreements.htm">https://www.fiscal.treasury.gov/fsservices/gov/rvnColl/cmias/rvnColl_cmia_agreements.htm</a>	

Information in all these rows should be for when

# Reporting Requirements

the agency completed the report most recently	If it is not online, how can someone obtain a copy of it:					Revenue & Fiscal Affairs		Contact Director of the Treasury Management Division, SC Office of State Treasurer
	Positive results agency has seen from completing the report:	The State Treasurer's Office is committed to transparency and accountability by providing the legislature, general public and business partners with value-based information.	The State Treasurer's Office is committed to transparency and accountability by providing the legislature, general public and business partners with value-based information.	The State Treasurer's Office is committed to transparency and accountability by providing the legislature, general public and business partners with value-based information.	The General Assembly appropriates sufficient funds to cover the unfunded program liability.	To provide the General Assembly with the STO's estimate of General Fund debt service need for the upcoming fiscal year.	The Cash Management Improvement Act of 1990 (CMIA) was passed to improve the transfer of federal funds between the federal government and the states.	Annual Interest Exchange (accomplished no later than March 31 of each year) to disburse: --Federal and State interest liabilities --Approved direct cost payments to States

# Restructuring Recommendations and Feedback

Agency Responding	SC Office of State Treasurer	
Date of Submission	12-Jan-16	
Fiscal Year for which information below pertains	2015-16	

## RESTRUCTURING RECOMMENDATIONS

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

Does the agency have any recommendations, minor or major, for restructuring?

No

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

Does the agency recommendation require legislative action?	Recommendation for restructuring

## FEEDBACK (Optional)

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

Please list 1-3 benefits the agency sees in the public having access to the information requested in the Report, in the format it was requested.	Please list 1-3 benefits to agency management and employees in having all of this information available in one document.	Now that the agency has completed the Report, please list 1-3 things the agency could do differently next year (or it could advise other agencies to do) to complete the Report in less time and at a lower cost to the agency.
1 The State Treasurer's Office is committed to transparency and accountability and is pleased to provided the requested information. The agency continues to provide public access to agency information provided within this report by posting reports on the agency's website.	1 This report should provide the Committee with updated fiscal year information to help guide discussions during the Legislative Oversight Process by maintaining agency information within a consolidated format for reference and access by Legislative committee members and their staff.	1 Linking carryover data between tabs to decrease the amount of duplicate entry.
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 Further consolidation of spreadsheets.	The State Treasurer's Office is committed to being an excellent partner with the SC House Oversight Committee and happy to provide any further information.
<b>Why or why not?</b>	2	
While we are happy to provide the requested information, the agency did not realize any time savings in the completion of this report.	3	

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

**Is Performance Measure Required?**

- State
- Federal
- Only Agency Selected

**Type of Performance Measure**

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

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

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

**Does the Agency have any restructuring recommendations**

- Yes
- No

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

- Yes
- No