#### **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: South Carolina Jobs-Economic Development Authority

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

Agency Head

First Name Harry
Last Name: Huntley

Email Address: <a href="mailto:hhuntley@scjeda.com">hhuntley@scjeda.com</a>

Phone Number: 803-737-0627

### **General Instructions**

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

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

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

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

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

### **Legal Standards**

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

| Agency Responding  | South Carolina Jobs-Economic Development Authority |
|--------------------|--|
| Date of Submission | 12-Jan-16  |

<u>Instructions</u>: 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.

|   | Statute, Regulation, or Proviso Number | State or<br>Federal | Summary of Statutory Requirement and/or Authority Granted  | Is the law a Statute,<br>Proviso or Regulation? |
|---|--|---------------------|--|---|
| 1 | 41-43                                  |                     | Establishes the South Carolina Jobs-Economic Development Authority, a public body corporate and politic and an agency of the State, with the responsibility of serving as the statewide conduit issuer of private activity bonds | Statute   |
| 2 | IRS Code Section<br>142                | Federal             | Establishes Exempt Facility Bond rules and criteria  | Regulation                                      |
| 3 | IRS Code Section<br>144                | Federal             | Establishes Qualified Small Issue Bonds rules and criteria   | Regulation                                      |
| 4 | IRS Code Section<br>1934               | Federal             | Establishes Basis prescribed in the Revenue Act of 1934  | Regulation                                      |

### 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                 | South Carolina Jobs-Economic Development Authority |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
| Date of Submission                | 12-Jan-16  |  |  |  |  |
| Fiscal Year for which information | 2015-16  |  |  |  |  |
| below pertains                    |  |  |  |  |  |
|                                   |  |  |  |  |  |

*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                          | Job Creation, Job Retention and Economic Development throughout State                           |  |  |  |  |
|----------------------------------|---|--|--|--|--|
| Legal Basis for agency's mission | 41-43, IRS Code 142, 144 and 1934   |  |  |  |  |
| Vision                           | Expand client base; attract commerical lenders; educational efforts for professionals in public |  |  |  |  |
|                                  | finance and conduit bond issues   |  |  |  |  |
| Legal Basis for agency's vision  | 41-43, IRS Code 142, 144 and 1934   |  |  |  |  |

#### *Instructions*:

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

| Legal Responsibilities Satisfied  (i.e. state and federal statutes or provisos the goal is satisfying) | Goals & Description  (i.e. Goal 1 - insert description)  | Describe how the Goal is S.M.A.R.T.  Specific Measurable Attainable Relevant Time-bound  | Public Benefit/Intended Outcome  (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<br>Person Name: | Number of months person has been responsible for the goal or objective: | Position:             |
|--|--|--|--|-----------------------------|---|-----------------------|
| 41-43 State Statute, IRS Code 142,<br>144 & 1934   | Goal 1 - Promote and develop the business and economic welfare of the State to provide maximum opportunities for creation and retention of jobs and improvement of standard of living Goal 2 - Goal 3 - Goal 4 - | Specific-projects must be allowed by statute Measurable-Number of isssues and dollar amounts Attainable-Advisors determine feasibility Relevant-Determined by need of invidiual borrower Time-bound- meet deadlines of lenders and authorities | manufacturers and solid waste facilities allows for money savings by borrowing through lower tax-  | Harry A. Huntley            |   | Executive<br>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                                | South Carolina Jobs-Economic Development Authority |
|--|--|
| Date of Submission                               | 12-Jan-16  |
| Fiscal Year for which information below pertains | 2015-16  |

#### <u>Instructions</u>:

- 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 Summary" column, enter a brief summary (no more than 1-2 sentences) of what that department or division does in the agency.

| Legal Responsibilities<br>Satisfied:   | Strategic Plan Part and Description           | How it is S.M.A.R.T.:   | Public Benefit/Intended Outcome:  |                             | Number of   |                       |   |                            |                                    |
|--|---|---|---|-----------------------------|---|-----------------------|---|----------------------------|------------------------------------|
| (i.e. state and federal<br>statutes or provisos the<br>goal or objective is<br>satisfying) |   | objective is<br><u>S</u> pecific; <u>M</u> easurable;<br><u>A</u> ttainable; <u>R</u> elevant; and <u>T</u> ime   | (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<br>Person Name: | months person has been responsible for the goal or objective: | Position:             | Office Address:   | Department or<br>Division: | Department or<br>Division Summary: |
|  | Goal 1 - Insert Description                   |   |   |                             |   |                       |   |                            |                                    |
| 41-43, IRS Code 142, 144<br>& 1934   | Promote and develop the business and economic | Specific-projects must be allowed by statute  Measurable-Number of isssues and dollar amounts Attainable-Advisors determine feasibility Relevant-Determined by need of invidiual borrower Time-bound- meet deadlines of lenders and authorities | manufacturers and solid waste facilities allows for money savings by borrowing through lower tax-exempt interest rates  | Harry A. Huntley            | 89  | Executive<br>Director | 1201 Main St. ,<br>Suite 1600,<br>Columbia, SC<br>29201 | n/a                        | n/a                                |
|  | Objective 1.1.1 - Insert Description          |   |   |                             |   |                       |   |                            |                                    |

### **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                 | South Carolina Jobs-Economic Development Authority |  |  |
|-----------------------------------|--|--|--|
| Date of Submission                | 12-Jan-16  |  |  |
| Fiscal Year for which information | 2015-16  |  |  |
| below pertains                    |  |  |  |

### *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<br>Requiring the Program | Objective the Program Helps Accomplish  (The agency can copy the Objective number and description from the first column of the Strategy,  Objective and Responsibility Chart)  List ONLY ONE strategic objective per row. |
|------------------------|---|---|---|
| Conduit Bond Issuance  | Issuance of bonds to nonprofits, small manufacuturers and solid waste facilities by allowing for money savings through borrowing at lower tax-exempt interest rates | 41-43, IRS Code 142, 144 & 1934                   | Promote and development the business and economic welfare of the State and creation and retention of jobs   |

### 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                                | South Carolina Jobs-Economic Development |  |
|--|--|--|
| 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. |              |                          |                         |                          |                         |
|--|--|--|---|--------------|--------------------------|-------------------------|--------------------------|-------------------------|
|  |  |  |   |              |                          |                         |                          |                         |
|  | Source of Funds:   | Totals                                       | Enterprise Operations   | CDBG Revenue | Insert name of Source of |                         | Insert name of Source of | Etc.                    |
| <u>PART A</u>                                  |  |  |   |              | Funds #3                 | Funds #4                | Funds #5                 |                         |
| Estimated Funds                                |  |  |   |              |                          |                         |                          |                         |
| Available this                                 |  |  |   |              |                          |                         |                          |                         |
|  |  |  |   |              |                          |                         |                          |                         |
| Fiscal Year                                    | Is the source state, other or federal funding:   | Totals                                       | Other   | Federal      | State, Federal or Other  | State, Federal or Other | State, Federal or Other  | State, Federal or Other |
| (2015-16)                                      |  |  |   |              | Funds?                   | Funds?                  | Funds?                   | Funds?                  |
|  |  |  |   |              |                          |                         |                          |                         |
|  | Is funding recurring or one-time?  | Totals                                       | N/A   | Recurring    | Recurring or one-time    | Recurring or one-time   | Recurring or one-time    | Recurring or one-time   |
|  |  |  |   |              | funding?                 | funding?                | funding?                 | funding?                |
|  | \$ From Last Year Available to Spend this Year   |  |   |              |                          |                         |                          |                         |
|  | Amount available at end of previous fiscal year  | \$0  | \$0   | \$0          |                          |                         |                          |                         |
|  | Amount available at end of previous fiscal year that agency can  | \$0  | 0   | 0            |                          |                         |                          |                         |
|  | actually use this fiscal year:   |  |   |              |                          |                         |                          |                         |
|  | If the amounts in the two rows above are not the same, explain why :   | Enter explanation for each fund to the right |   |              |                          |                         |                          |                         |
|  | \$ Estimated to Receive this Year  |  |   |              |                          |                         |                          |                         |
|  | Amount budgeted/estimated to receive in this fiscal year:  | \$423,150                                    | 405,150   | 18,000       |                          |                         |                          |                         |
|  | Total Actually Available this Year   |  |   |              |                          |                         |                          |                         |
|  | Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year): | \$423,150                                    | 405,150   | 18,000       |                          |                         |                          |                         |
|  | 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                            | \$423,150                                    | 405,150   | 18,000       |                          |                         |                          |                         |

# 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    | Enterprise Operations  | CDBG Revenue   | Insert name of Source of Funds #3 | Insert name of Source of<br>Funds #4 | Insert name of Source of<br>Funds #5 | Etc.                           |
|--|-----------|--|--|-----------------------------------|--------------------------------------|--------------------------------------|--------------------------------|
|  |           |  |  |                                   |                                      |                                      |                                |
| Is source state, other or federal funding: (the rows to the left should populate automatically from what the agency entered in Part A)   | Totals    | Other  | Federal  | State, Federal or Other<br>Funds? |                                      | State, Federal or Other<br>Funds?    | State, Federal or Other Funds? |
| Restrictions on how agency is able to spend the funds from this source:  | n/a       | None   | All program funds<br>transferred to Dept. of<br>Commerce   |                                   |                                      |                                      |                                |
| Amount estimated to have available to spend this fiscal year: (the rows to the left should populate automatically from what the agency entered in Part A)  | \$423,150 | \$405,150  | \$18,000   | \$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       | No- Internal accounting software   | No -internal accounting software   |                                   |                                      |                                      |                                |
| Where Agency Budgeted to Spend Money this Year   |           |  |  |                                   |                                      |                                      |                                |
| Objective 1.1.1 - insert description of objective:  **Remember to include a colon (:) at the end of each objective and unrelated purpose description**  Objective 1.1.2 - insert description of objective: |           | Promote and develop the business and economic welfare of the State to provide maximum opportunities for creation and retention of jobs and improvement of standard of living |  |                                   |                                      |                                      |                                |
| etc.   |           |  |  |                                   |                                      |                                      |                                |
| Unrelated Purpose #1 - insert description:   |           |  | CDBG lease revenue is collected and transferred as program funds to SC Dept of Commerce on quarterly basis per agreement |                                   |                                      |                                      |                                |
| Unrelated Purpose #2 - insert description:   |           |  |  |                                   |                                      |                                      |                                |
| etc.   |           |  |  |                                   |                                      |                                      |                                |
| Total Budgeted to Spend on Objectives and Unrelated Purposes: (this should be the same as Amount estimated to have available to spend this fiscal year)  | \$423,150 | 405,150  | 18,000   |                                   |                                      |                                      |                                |

### **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                                | South Carolina Jobs-Economic Development Authority |
|--|--|
| Date of Submission                               | 12-Jan-16  |
| Fiscal Year for which information below pertains | 2015-16  |

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

| Strategic Plan Context   |  |   |
|--|--|---|
| # and description of Goal the Objective is helping accomplish: | Goal 1 - Promote and develop the business and          | Copy and paste this from the second column of the Mission, Vision and Goals Chart                                       |
|  | economic welfare of the State to provide maximum       |   |
|  | opportunities for creation and retention of jobs and   |   |
|  | improvement of standard of living                      |   |
| Legal responsibilities satisfied by Goal:                      | 41-43 State Statute, IRS Code 142, 144 & 1934          | Copy and paste this from the first column of the Mission, Vision and Goals Chart  |
| # and description of Strategy the Objective is under:          | Promote and develop the business and economic          | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart                         |
|  | welfare of the State to provide maximum                |   |
|  | opportunities for creation and retention of jobs and   |   |
|  | improvement of standard of living                      |   |
| Objective  | -  |   |
| Objective # and Description:                                   | Promote and develop the business and economic          | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart                         |
|  | welfare of the State to provide maximum                |   |
|  | opportunities for creation and retention of jobs and   |   |
|  | improvement of standard of living                      |   |
| Legal responsibilities satisfied by Objective:                 | 41-43, IRS Code 142, 144 & 1934                        | Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart                          |
| Public Benefit/Intended Outcome:                               |  | Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart                         |
|  | Issuance of bonds to nonprofits, small manufacturers   |   |
|  | and solid waste facilities allows for money savings by |   |
|  | borrowing through lower tax-exempt interest rates      |   |
| Agency Programs Associated with Objective                      |  | _   |
| Program Names:   |  | Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the |
|  | Conduit Bond Issuance                                  | Associated Programs Chart by the "Objective the Program Helps Accomplish" column  |
| Responsible Person   |  | -   |
| Name:  | Harry A. Huntley                                       | Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart              |
| Number of Months Responsible:                                  | 89   |   |
| Position:  | Executive Director                                     |   |
| Office Address:  | 1201 Main St, Suite 1600, Columbia, SC 29201           |   |
| Department or Division:  |  |   |
| Department or Division Summary:                                |  |   |
| Amount Budgeted and Spent To Accomplish Objective              |  |   |
| Total Budgeted for this fiscal year:                           | \$423,150  | Copy and paste this information from the Strategic Budgeting Chart  |
| Total Actually Spent:  | Agency will provide next year                          |   |
| PERFORMANCE MEASURES   |  |   |

### **Objective Details**

<u>Instructions</u>: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for <u>each</u> 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, 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   | Promote and develop the business and economic welfare of the State to |  |
|  | provide maximum opportunities for creation and retention of jobs and  |  |
|  | improvement of standard of living                                     |  |
| Performance Measure:   | Conduit Bond Issues   |  |
| Type of Measure:   | Outcome   |  |
| Results  |   |  |
| 2013-14 Actual Results (as of 6/30/14):  |   |  |
| 2014-15 Target Results:  |   |  |
| 2014-15 Actual Results (as of 6/30/15):  |   |  |
| 2015-16 Minimum Acceptable Results:  |   |  |
| 2015-16 Target Results:  | N/A   |  |
| Details  |   |  |
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, | State   | Reported in external Audit per statutory requirement |
| two cells over)  |   | requirement  |
| What are the names and titles of the individuals who chose this as a performance measure?                          | Harry A. Huntley, Executive Director                                  |  |
| Why was this performance measure chosen?   | Results of bond issues  |  |
| 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?                           | Harry A. Huntley, Executive Director                                  |  |
| What was considered when determining the level to set the target value in 2015-16 and why was the decision finally | Determined by external market conditions                              |  |
| made on setting it at the level at which it was set?   |   |  |
| Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?    | N/A   |  |
|  |   |  |
| If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is | N/A   |  |
| 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 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         | Delays or increased costs make bond issuances difficult for nonprofit entities. Negative impact is when the borrower is not able to provide necessary servies in its communities |
|--|--|
| Level Requires Outside Help            | Legislative action is needed to correct statute that was changed in error during S.C. Restructuring Act of 2014  |
| Outside Help to Request                | General Assembly to correct statute  |
| Level Requires Inform General Assembly | Current proviso needs to be made permanent by statute  |

### **Objective Details**

| 3 General Assembly Options  | 1. Approve Budget Proviso 2. Mark Proviso permanent 3. Correct Statute |
|-----------------------------|--|
| 5 deficial Assembly Options | 1. Approve Budget 110viso 2. Wark 110viso permanent 3. contect statute |
|                             |  |
|                             |  |
| DEVIEWS /ALIDITS            |  |
| REVIEWS/AUDITS              |  |

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

| Matter(s) or Issue(s) Under Review | Reason Review was Initiated (outside request, internal | Entity Performing the Review and Whether Reviewing Entity External or | Date Review Began (MM/DD/YYYY) and |
|------------------------------------|--|---|------------------------------------|
|                                    | policy, etc.)  | Internal  | Date Review Ended (MM/DD/YYYY)     |
| External Annual Audited Financials | Statutory Requirement                                  | Matt Brown CPA- contract awarded by Office of State Auditor           | 07-15 through 09-15                |
|                                    |  |   |                                    |

### **PARTNERS**

<u>Instructions</u>: 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? |
|------------------------|--|---|
| BORROWERS              | BOND ISSUES                            | Business, Association or Individual   |
| BOND ATTORNEYS         | BOND ISSUES                            | Business, Association or Individual   |
| BANKS AND UNDERWRITERS | BOND ISSUES                            | Business, Association or Individual   |
| FINANCIAL ADVISORS     | BOND ISSUES                            | Business, Association or Individual   |

## **Reporting Requirements**

| Agency Responding                                | South Carolina Jobs-Economic |
|--|------------------------------|
| 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   | SC Jobs-Economic Dev. Authority |                         | SC Jobs-Economic Dev.     |  |  |
|--------------------------|---|---------------------------------|-------------------------|---------------------------|--|--|
|                          |   |                                 | Authority               | Authority                 |  |  |
|                          | Report #  | 1                               | 2                       | 3                         |  |  |
|                          | Report Name:  | Restructuring Report            | Accountability Report   | Bank Account Transparency |  |  |
|                          |   |                                 |                         | & Accountability Report   |  |  |
|                          |   |                                 |                         |                           |  |  |
|                          | Why Report is Required  |                                 |                         |                           |  |  |
|                          | Legislative entity requesting the agency complete the report: | House Legislative Oversight     | Executive Budget Office | Executive Budget Office   |  |  |
|                          | Law which requires the report:                                | 1-30-10(GP                      | Various perm and temp   | Proviso 117.84            |  |  |
|                          |   |                                 | laws & provisos (no     |                           |  |  |
|                          |   |                                 | specifics provided)     |                           |  |  |
|                          | Agency's understanding of the intent of the report:           | Increased Efficiency            | Budget information      | Transparency of composite |  |  |
|                          |   |                                 |                         | accounts                  |  |  |
|                          | Year agency was first required to complete the report:        | 2015                            |                         |                           |  |  |
|                          | Reporting frequency (i.e. annually, quarterly, monthly):      | Annually                        | Annually                | Annually                  |  |  |
|                          | Information on Most Recently Submitted Report                 |                                 |                         |                           |  |  |
|                          | Date Report was last submitted:                               | 3/31/2015                       | 9/15/2015               | 9/28/2015                 |  |  |
|                          | Timing of the Report  |                                 |                         |                           |  |  |
| Information              | Month Report Template is Received by Agency:                  | 3/2/2015                        | 6/18/2015               | 8/27/2015                 |  |  |
| in all these rows should | Month Agency is Required to Submit the Report:                | 3/31/2015                       | 9/15/2015               | 10/1/2015                 |  |  |
| be for when              | Where Report is Available & Positive Results                  |                                 |                         |                           |  |  |
| the agency               | To whom the agency provides the completed report:             | House Legislative Oversight     | Executive Budget Office | Executive Budget Office   |  |  |
| completed                |   | Committee                       |                         |                           |  |  |
| the report               | Website on which the report is available:                     | http://www.scstatehouse.gov/Co  |                         |                           |  |  |
| most                     |   | mmitteeInfo/HouseLegislativeOv  | ov/reports/reports.php  | ansparency/Pages/bankacco |  |  |
| recently                 |   | ersightCommittee.php            |                         | unttransparency.aspx      |  |  |
| ,                        | If it is not online, how can someone obtain a copy of it:     | N/A- see above                  | N/A - see above         | N/A- see above            |  |  |
|                          | Positive results agency has seen from completing the report:  |                                 |                         |                           |  |  |

# Restructuring Recommendations and Feedback

| Agency Responding                                | South Carolina Jobs-Economic Development Authority |
|--|--|
| Date of Submission                               | 12-Jan-16  |
| Fiscal Year for which information below pertains | 2015-16  |

### RESTRUCTURING RECOMMENDATIONS

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

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

| <u> </u>   |  |  |  |
|------------|--|--|--|
| <b>C</b> S |  |  |  |
|            |  |  |  |
|            |  |  |  |
|            |  |  |  |
|            |  |  |  |
|            |  |  |  |

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   |
|--|--|
| Yes  | 2014 Act. No. 121 (S.22) amended two section of the JEDA statutes in error. The word "not" was removed from the final senteces in Code Sections 41-43-100 and 41-43-110, which substantially changed the meaning and intent of the statute. The original JEDA statutes were adopted in 1983 (Act. 145) and amended in 1992 (Act. 404) and always contained the following: "The interest rates of bonds issued pursuant to this section is <b>not</b> subject to approval by the State Budget & Control Board". The original Restructuing Bill S. 22 did not strike the word "not". It was mistakenly stricken prior to final passage. Budget provisos were necessary in 2014 and 2015 to preserve the intent of the original JEDA statutes. The corrective action should be to retun the word " <b>not</b> " to the affected Code Sections to prevent having to correct with a budget proviso each year. |
|  |  |
|  |  |

### FEEDBACK (Optional)

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

|   |   | Now that the agency has completed the Report, please list 1-3 things the agency could do differently next year (or it could advise other agencies to do) to complete the Report in less time and at a lower cost to the agency. |
|---|---|---|
| 1 | 1 | 1   |
| 2 | 2 | 2   |
| 3 | 3 | 3   |

| Does the agency believe this year's Restructuring Report was less burdensome than last year's? | Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency. | Please add any other feedback the agency would like to provide (add as many additional rows as necessary) |
|--|---|---|
|  | 1   |   |
| Why or why not?  | 2   |   |
|  | 3   |   |

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

#### Is Performance Measure Required?

State Federal Only Agency Selected

#### **Type of Performance Measure**

Outcome Efficiency Output Input/Explanatory/Activity

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

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

#### Does the Agency have any restructuring recommendations

Yes

No

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

Yes

No