

EXTENSION REQUEST FORM

RESTRUCTURING & SEVEN-YEAR PLAN REPORT

South Carolina Sea Grant Consortium

I. Extension Requested

1. List the Sections for which the Agency is Requesting an Extension:	<i>Entire Report (to ensure completeness)</i>
2. State the date the agency originally received the report guidelines:	<i>March 2, 2015</i>
3. State the date the agency submitted this request for an extension:	<i>March 31, 2015</i>
4. State the original deadline for the report:	<i>March 31, 2015</i>
5. State the number of additional days the agency is requesting:	<i>3</i>
6. State the new deadline if the additional days are granted:	<i>April 3, 2015</i>

II. History of Extensions

1. List the years in which the agency previously requested an extension, putting the years the extension was granted in bold:	<i>No extensions have been requested in the past (that I am aware of).</i>
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EXTENSION REQUEST FORM

RESTRUCTURING & SEVEN-YEAR PLAN REPORT

III. Organizational Knowledge

Please attach an agency organization structure. Below, and if needed attach additional pages, list all individuals considered upper management at the agency with the section(s) of the agency they oversee and their date of hire.

Position	Section of Agency	Date of Hire	Name
Agency Director	N/A (we have no sections)	10/20/1980	M. Richard DeVoe
Assistant Director for Development and Extension	N/A	05/01/2014	Susan Lovelace, Ph.D.
Assistant to the Director for Administration	N/A	05/17/2012	Ryan Bradley

IV. Good Cause

Please state below good cause as to why the Committee should grant the extension requested by the agency. Please limit the response to two (2) pages.

I, M. Richard DeVoe, the Agency Head, am requesting a three-day extension to be able to complete and submit the Restructuring and Seven-Year Plan Report on behalf of the S.C. Sea Grant Consortium. The primary reason is that, with four recent retirements of senior staff (representing more than 110 years of state service and agency knowledge), I am the only person at this point who has the background and knowledge to be able to complete this plan report. What has prevented me from completing it on time is the fact that March has been a very busy month for the agency and for me, with state budget hearings; the preparation and launch of the agency's formal biennial research and outreach request for proposals; participation in important annual meetings in Washington, DC regarding National Sea Grant Program policy, management, and funding issues; my regularly scheduled annual visits to the offices of our Congressional delegation; and a week-long commitment (a commitment I made last year) to serve, by invitation, as a member of a National Sea Grant Site Visit Evaluation and Review Team for another Sea Grant College program. While I thought I would be able to complete the report on time given the above, I unfortunately found this not to be the case. However, I do have the time this week to complete and submit the report and thus am respectfully requesting a three-day extension to do so. Thank you very much for your consideration of this request.

EXTENSION REQUEST FORM

RESTRUCTURING & SEVEN-YEAR PLAN REPORT

V. Verification

I have reviewed and approved the information provided in this Extension Request Form. The information contained in this form is complete and accurate to the extent of my knowledge.

Current Agency Director
(Sign/Date):

(Type/Print Name):


M. Richard DeVoe

VI. Committee Response

Leave this Section blank. The Chairman will complete this Section after fully considering the agency's request.

Sections for which an Extension is Granted:	Entire Report
Number of Additional Days Granted:	3 days
New Deadline for Agency Response:	April 3, 2015

RESTRUCTURING & SEVEN-YEAR PLAN

South Carolina Sea Grant Consortium

Date of Submission: *April 1, 2015*

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

	Name	Date of Hire (as Director)	Email
Agency Director:	M. Richard DeVoe	02-11-97	rick.devoe@scseagrant.org
Previous Agency Director:	Margaret Davidson	01-05-83	N/A

	Name	Phone	Email
Primary Contact:	M. Richard DeVoe	843-953-2078	rick.devoe@scseagrant.org
Secondary Contact:	Ryan C. Bradley	843-953-2076	ryan.bradley@scseagrant.org

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	No
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I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

Current Agency Director

(Sign/Date):

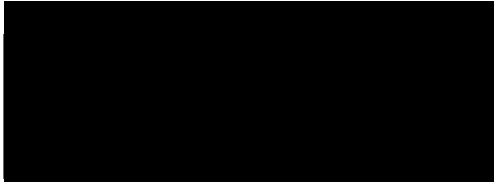


(Type/Print Name):

M. Richard DeVoe

If applicable, Board/Commission Chair

(Sign/Date):



(Type/Print Name):

Alvin A. Taylor, Director, S.C. Department of Natural Resources and Chair, S.C. Sea Grant Consortium Board of Directors

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EXECUTIVE SUMMARY

I. Executive Summary

A. Historical Perspective

1. Please complete the **Historical Perspective Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Historical Perspective." In this chart the Committee is asking the agency to provide a bullet style list of any major changes in the agency's purpose or mission and any restructuring that occurred (i.e., combining with or taking on other agency responsibilities, etc.) during the last ten years.

B. Purpose, Mission and Vision

1. Please complete the **Purpose/Mission/Vision Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Purpose, Mission." The other specifics are included in the template.

C. Key Performance Measure Results

1. After completing the Key Performance Measurement Processes Section of this Report, please come back to this question and provide a summary of the results (bullet style results only, explanations should be included in the Key Performance Measurement Processes Section).

The Consortium has tracked the performance measures below beginning in 2003, and uses this information to assess trends and make appropriate adjustments in metrics, programs, and activities if needed. These results are also presented to the Consortium's Board of Directors and to the National Sea Grant College Program office for review on an annual basis. The results presented on the next page reflect the last two years; this information was presented in the agency's FY13-14 state accountability report.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

South Carolina Sea Grant Consortium
State Accountability Report
Agency Management Performance Measures – FY12-13 to FY13-14
(Measures in italics are new for 2013-2014)

MEASURE	FY12-13	Targets FY13-14	Results FY13-14
Planning, Financing, Performance			
National Sea Grant Performance Rating	Excellent	Excellent	Excellent
Communications Awards (#)	4	4	6
Res/Educ Proposals Submitted (#)	36	35	29
Res/Educ Proposals Funded (#)	23	20	14
<i>Multi-Institutional/PI Projects (#)</i>	[No Data]	5	8
University Faculty Engaged (#)	44	40	50
Grads/Undergrads Supported	23	30	45
State Recurring Funding	\$ 444,486	\$ 500,000	\$ 448,982
Extramural Funding	\$2,698,699	\$3,500,000	\$2,598,380
Return on (State) Investment	607%	1,000%	601%
Single Agency Audit	No Findings	No Findings	No Findings
Customer Service/Satisfaction			
<i>Partnerships w/ Stakeholder Groups(#)</i>	[No Data]	200	230
Extension Programs	90	80	43
Participants - Extension Events	3,795	4,000	4,217
Pubs/Products - Extension	33	30	11
K-12 Teachers Trained	234	200	221
K-12 Students Reached	6,275	7,500	8,480
Number of Curricula Developed	6	5	6
Pubs/Products - Communications	24	25	32
Unsolicited Requests for Pubs	572	500	1,739
Publications Distributed	2,018	2,500	2,725
News Releases (#)	7	12	9
Placements from News Releases	150	150	125
Unsolicited Media Placements	64	75	29
Agency Web Site - Hits	1,287,508	1,200,000	1,261,646
Agency Web Site - Unique Visits	218,884	200,000	229,925
Agency Web Site - Downloads	841,623	850,000	844,814
Beach Sweep Volunteer Site Cpts. (#)	115	110	120
Beach Sweep Volunteers (#)	3,410	3,500	4,558
Human Resource Results			
Agency Staff Retention/Rehiring	4 Vacancies	3 Vacancies	4 Vacancies
Staff Training Opportunities	15	15	48
SG Extension Staffing Level	1 Vacancy	0 Vacancies	0 Vacancies
<i>Staff-Institutional Partnerships (#)</i>	1	1	1
<i>Staff Leadership Roles [(S)elected] (#)</i>	[No Data]	10	28

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ORGANIZATIONAL PROFILE

II. Organizational Profile

This section asks for a fact based description of the agency. Please provide information in the stated Excel template. If an Excel template is not referenced, provide the information in bullet style.

1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;
 - a. SEE the **Key Deliverables Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Deliverables."
2. The agency's key customers and their requirements and expectations;
 - a. SEE the **Key Customers Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Customers;"
3. The agency's key stakeholders (other than customers);
 - a. SEE the **Key Stakeholders Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Stakeholders;"
4. Other state agencies which have the biggest impact on the agency's mission success;
 - a. SEE the **Key Partner Agency Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Partner Agencies."
5. The agency's performance improvement system(s);

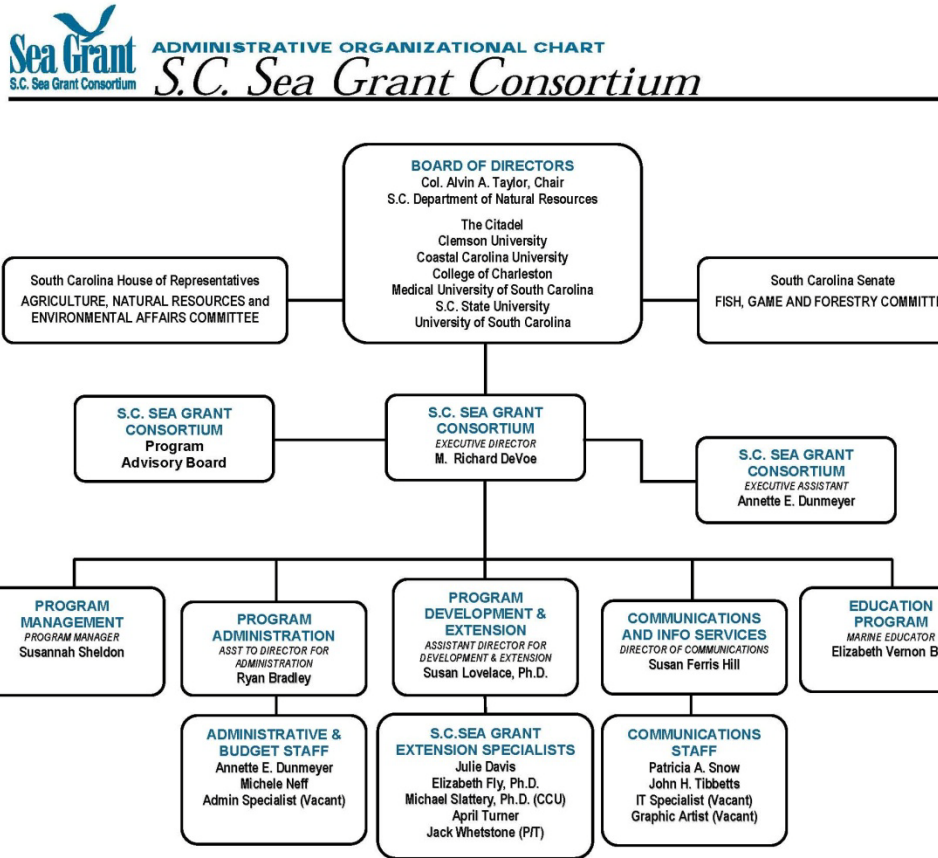
Examples of the performance improvement systems used at the Consortium include:

- *Formal, external National Sea Grant College Program (NSGCP) evaluations on a continual basis; the Consortium is evaluated by the NSGCP office on an annual basis, and is exposed to an external Site Visit and an external Program Review Panel PRP process that occurs over a four-year cycle.*
- *Establishment and engagement of a Consortium Program Advisory Board*
- *Individual extension specialist advisory committees*
- *Rigorous, external peer review process (both invited panel and written peer reviews) for all competitive research, education, and outreach proposals*
- *Ad hoc "blue ribbon" committee reviews (topic-specific)*
- *Improved strategic planning and review processes, which engage the agency's diverse constituencies*
- *On-going meetings with faculty from member institutions*
- *Monthly meetings of the Consortium senior leadership ("Core Group")*
- *Staff professional development opportunities*

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

- Employee Performance Management System (EPMS)
- Recognition of staff performance with performance raises and bonuses, when possible

6. The agency’s organizational structure in flow chart format;



7. Details about the body to whom the Agency Head reports;
- SEE the **Overseeing Body Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Overseeing Body-General” and “Overseeing Body-Individual Member.”
8. Please SEE the **Major Program Areas Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Major Program Areas.”
9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.

As noted in previous state accountability reports submitted by the Consortium (including the FY13-14 report), coastal growth and change continues to remain a primary natural resource

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”

policy and management issue for the state into the foreseeable future. The challenges faced by South Carolina's coastal and inland communities in managing this growth and ensuring economic opportunity, conserving our coastal and marine resources, and enhancing the quality of life for South Carolina citizens are immense. More recent pressures have been mounting to utilize the resources of the state's coastal ocean region which extends out from the state's shoreline. The need to comprehensively identify and map our marine resources; document existing uses; improve the health of the state's fisheries; protect the state's people and infrastructure from increasingly severe coastal storms and hurricanes; plan for the possibility that energy development will occur off our coastline; ensure that coastal communities have the ability to adapt to climate change, rising sea level, and shoreline change; continue to build public awareness and enhance the scientific literacy of the state's citizenry; and train our students to fill our state and regional workforce needs are becoming more critical each day.

The S.C. General Assembly's commitment to and support of the Consortium over the last 35 years, for which we are most grateful, has allowed the agency to successfully compete for non-state funding. Presently, 86% percent of the Consortium's budget comes from non-state funding sources. While the diverse constituencies of the S.C. Sea Grant Consortium have benefited from the agency's long-term non-state budgetary growth to support relevant research, education, and extension programming, state support remains critically important to the agency in order to sustain a minimum required level of administrative, planning, and program management effort; to provide office space; to support its ever-increasing fiduciary responsibilities in program coordination, fiscal management, and constituent support; and to handle the rapidly growing public demand for Consortium products, services, and activities.

The Consortium has historically done an excellent job in recruiting and retaining Consortium staff. Almost half of the Consortium's staff have been with the agency for more than 15 years; their expertise and experience make them an invaluable resource for the agency and the state. The Consortium holds 14 state FTE positions, three of which are currently vacant due to budget limitations. In addition, the Consortium currently employs four temporary grant employees, and presently has five graduate student interns on board for training and experience in a variety of coastal and ocean resources arenas.

However, the past two years has seen four senior Consortium staff members – with a combined 120+ years of service – retire. Additionally, because of concerns about the long-term stability of the agency due to a series of gubernatorial vetoes of the agency's budget in 2011-2013, three additional key staff members departed for other opportunities. This created significant challenges in recruiting both new and experienced professionals to assume these vacant positions. However, the Consortium has successfully met these challenges and is now in the process of rebuilding the agency's staff capabilities, which will greatly enhance the agency's functionality, relevance, impact, efficiency, and effectiveness.

At the national level, extramural funding available through competitive research and outreach opportunities is becoming increasingly limited, given the significant reduction in discretionary spending appropriated by the U.S. Congress and the recent budget sequester. This situation has heightened the need for the Consortium to pursue funding opportunities from alternative sources, such as foundations, the private sector, and individuals. The Consortium Board of Directors has charged the Agency Head and staff with developing strategies to diversify the Consortium’s program funding base. This is becoming increasingly difficult with a shrinking and much less experienced staff and increasing federal reporting and evaluation requirements, but it is a challenge that the agency will meet.

These and other issues and opportunities will be addressed by the Consortium Board, staff, and constituencies via two upcoming efforts: (1) an agency-wide “Visioning” process and (2) our next Strategic Plan process. The visioning exercise will allow us to examine what economic, demographic, technologic, social, environmental, and educational changes we might expect to see in the state and the region into the next 10-20 years, and determine how the Consortium should be positioned to be able to adapt to and meet these significant changes. The strategic planning process will allow us to incorporate the long-view into our strategic and implementation plans for the next 4 to 5 years, which will continue to be focused on the needs of the state’s resident and transient populations and our constituencies and stakeholders.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”

ORGANIZATIONAL PROFILE

III. Laws (Statutes, Regulations, Provisos)

This section asks for state and federal statutes, regulations and provisos (“Laws”) which apply to the agency.

1. Please SEE the **Legal Standards Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Legal Standards.” In this Chart, please list all state and federal statutes, regulations and provisos that apply to the agency (“Laws”). The other specifics are included in the template.

IV. Reports and Reviews

This section asks for information about reports the agency is required to submit to a legislative entity and the agency’s internal review process.

1. Please SEE the **Agency Reporting Requirements Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Agency Reporting Requirements.” In this Chart, please list all reports, if any, the agency is required to make to a legislative entity. The specifics as to each report are included in the template.
2. Please SEE the **Internal Audit Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Internal Audits.”

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”

RESTRUCTURING REPORT

V. Key Performance Measurement Processes

This category examines the agency's performance and improvement in key areas. Performance levels are examined relative to those of competitors and other organizations providing similar programs and services. Information is typically displayed by the use of performance measures. Quantitative measures may be supplemented by a discussion of qualitative measures where appropriate; however, every effort should be made to use appropriate quantitative measures that can be charted to show trends and comparisons to benchmarks.

Address only top-level results showing aggregate measures of agency-wide performance that are reflective of the value added to customers. Please include comparative data as applicable. These results are typically captured in performance goals and planning documents. When determining which processes are "key processes" consider the business impacts, and select those processes that are most important to the customer (both internal and external) to satisfy their requirements and/or those processes with problem areas identified by management.

Note: Results information (i.e., each chart, graph, table) reported for this category should be referenced to the specific question number (Ex. Chart 5.1-1, Graph 5.1-2, Table 5.1-3). The third digit identifies the sequential position of the specific chart, graph or table included in the agency's responses to each questions.

For each performance measurement included in response to the questions on the next page under Subsection A, please provide the following information:

- a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
 - i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
 - ii. If the agency did not use results from an entity the agency listed in response to "i" as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?
 - iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.
- b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.
- c. Trends the agency has seen and the method by which it analyzes trends in these results.
- d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).
 - i. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

RESTRUCTURING REPORT

V. Key Performance Measurement Processes (cont.)

A. Results of Agency's Key Performance Measurements

Mission Effectiveness

1. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things?))?

National Sea Grant Site Visit Results – received rating of “Excellent” in 2010 (Review is conducted once every four years)

Performance Goal/Benchmark – Results compared with those of 32 other state Sea Grant College Programs located in the United States

Responsible Leaders – DeVoe (Agency Head)

Trends – See page 1-2 of this report; section I.C.1

Percent Control – 100%

National Sea Grant Program Overall Evaluation Results – received rating of “Excellent”; received 10% increase in core funds as merit in 2013 (Final funding decisions are made every four years)

Performance Goal/Benchmark – Results compared with those of 32 other state Sea Grant College Programs located in the United States

Responsible Leaders – DeVoe (Agency Head)

Trends – See page 1-2 of this report; section I.C.1

Percent Control – 100%

Mission Efficiency

2. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission efficiency (i.e., a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (i.e., is the agency doing things right?)) including measures of cost containment, as appropriate?

Return on Investment to the State – The Consortium's return-on-investment based on the amount of grant funding brought into South Carolina for programs and activities vs. the state appropriation annually exceeds 600%

Performance Goal/Benchmark – Results compared with those of previous years of agency funding; comparison with other agencies is not applicable here

Responsible Leaders – DeVoe (Agency Head)

Trends – See page 1-2 of this report; section I.C.1

Percent Control – 100%

Reaching Stakeholders - *The Consortium reaches more than 220,000 people (unique visits) per year through its Web site*

Performance Goal/Benchmark – Results compared with those of previous years of agency funding; comparison with other agencies is not applicable here

Responsible Leaders – Susan Ferris-Hill (Director of Communications)

Trends – See page 1-2 of this report; section I.C.1

Percent Control – 100%

Quality (Customer Satisfaction)

3. What are the agency's actual performance levels for two to four of the agency's key performance measurements for quality (i.e., degree to which a deliverable (product or service) meets customer requirements and expectations (a customer is defined as an actual or potential user of the agency's products or services)) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

Number of awards for the Consortium's communications products – *The Consortium's quarterly magazine, Coastal Heritage, wins some 4 to 6 prestigious regional and national awards each year*

Performance Goal/Benchmark – Results compared with those of previous years of agency funding; comparison with other agencies is not applicable here

Responsible Leaders – Susan Ferris-Hill (Director of Communications)

Trends – See page 1-2 of this report; section I.C.1

Percent Control – 100%

Number of competitive research and/or outreach proposals submitted and funded each year – *the Consortium is successful more than 50% of the time it submits a research and/or outreach proposal to a prospective funding agency for consideration*

Performance Goal/Benchmark – Results compared with those of previous years of agency funding; comparison with other agencies is not applicable here

Responsible Leaders – DeVoe (Agency Head); Susan Lovelace (Assistant Director for Development and Extension); Elizabeth Vernon Bell (Marine Education Specialist); Ryan Bradley (Assistant to the Director for Administration)

Trends – See page 1-2 of this report; section I.C.1

Percent Control – 100%

Impacts and accomplishments resulting from the Consortium's research, extension, education, and communications programs and activities – *each year the Consortium documents 40 to 50 substantive programmatic impacts and accomplishments; these results are shared with leaders and stakeholders in South Carolina via the agency web site (see <http://www.scseagrant.org/content/?cid=642> for our FY13-14 results), and are formally communicated to the NOAA National Sea Grant College Program for their use in evaluating the success of our program.*

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

Performance Goal/Benchmark – Results compared with those of previous years of agency funding; compared with our four-year Strategic Plan; and compared for evaluation purposes with the 32 other Sea Grant programs nationwide by the National Sea Grant College Program office

Responsible Leaders – DeVoe (Agency Head); Susannah Sheldon (Program Manager); Susan Lovelace (Assistant Director for Development and Extension); Susan Ferris Hill (Director of Communications); Elizabeth Vernon Bell (Marine Education Specialist); Ryan Bradley (Assistant to the Director for Administration)

Trends – See <http://www.scseagrant.org/content/?cid=642>

Percent Control – 100%

Workforce Engagement

4. What are the agency's actual performance levels for two to four of the agency's key performance measurements for workforce engagement, satisfaction, retention and development of the agency's workforce, including leaders, for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

Number of leadership roles taken on by Consortium staff (a new metric introduced in 2013) - *Consortium staff are encouraged to take on leadership roles in their respective fields of interest and expertise to expand their training and experience and promote the efforts of the Consortium; Consortium staff are now serving in 28 distinct leadership roles*

Performance Goal/Benchmark – Results compared with those of previous years of agency funding; comparison with other agencies is not applicable here

Responsible Leaders – DeVoe (Agency Head)

Trends – See page 1-2 of this report; section I.C.1

Percent Control – 100%

Employee training opportunities – *The Consortium encourages staff to take advantage of training opportunities to position themselves for advancement opportunities within and outside the agency, and to become more familiar with changes in how the state does business. Some 48 training opportunities were taken advantage of by Consortium staff during FY13-14*

Performance Goal/Benchmark – Results compared with those of previous years of agency funding; comparison with other agencies is not applicable here

Responsible Leaders – Ryan Bradley (Assistant to the Director for Administration)

Trends – See page 1-2 of this report; section I.C.1

Percent Control – 100%

Operational/Work System Performance

5. What are the agency's actual performance levels for two to four of the agency's key performance measurements for operational efficiency and work system

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

performance (includes measures related to the following: innovation and improvement results; improvements to cycle or wait times; supplier and partner performance; and results related to emergency drills or exercises) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

Developing staffing partnerships with Consortium member institutions – *The Consortium is working to develop formal partnerships to jointly fund several of the Consortium's Sea Grant Extension Specialists; to date, one such partnership has been established*

Performance Goal/Benchmark – Results compared with those of previous years of agency funding; comparison with other agencies is not applicable here
Responsible Leaders – DeVoe (Agency Head); Susan Lovelace (Assistant Director for Development and Extension)

Trends – See page 1-2 of this report; section I.C.1

Percent Control – 70%

Exploring opportunities to collaborate with other small state agencies to adopt the state's information technology and security policies and programs – *The Consortium is seeking to improve its ability to address state policies and rules regarding information technology and security, which it has not been able to do effectively to date. Consortium staff are working with the State and sister agencies to explore cost-sharing means by which information security policies and procedures can be put into place more efficiently and cost-effectively*

Performance Goal/Benchmark – Results compared with those of previous years of agency funding; comparison with other agencies is not applicable here

Responsible Leaders – Ryan Bradley (Assistant to the Director for Administration)

Trends – See page 1-2 of this report; section I.C.1

Percent Control – 70%

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RESTRUCTURING REPORT

V. Key Performance Measurement Processes (cont.)

B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?

National Sea Grant Program Overall Evaluation Results – received rating of “Excellent”; received 10% increase in core funds as merit in 2013 (Final Funding decisions are made every four years)

Return on Investment to the State – The Consortium’s return-on-investment based on the amount of grant funding brought into South Carolina for programs and activities vs. the state appropriation annually exceeds 600%

Number of competitive research and/or outreach proposals submitted and funded each year – the Consortium is successful more than 50% of the time it submits a research and/or outreach proposal to a prospective funding agency for consideration

C. Databases/Document Management

1. List all electronic databases/document management/business intelligence systems or programs utilized by the agency, including, but not limited to all relational database management systems.

The Consortium utilizes standard small business software suites (e.g., Microsoft Office, Adobe Acrobat, etc.) to maintain its information, which consists mostly of project records (proposals, reports, budget information, etc.), stakeholders contact information, and mailing lists. Additionally, the agency utilizes geographic information systems (GIS) mapping software acquired from ESRI, but does not collect nor manage large sets of information or data.

The agency also maintains and manages the agency’s main web site and several program-focused web sites, which again are powered by computer servers located in the office.

D. Recommended Restructuring

Consider the process taken to review the agency’s divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report (“Process”).

1. Yes or No, based on the information obtained and analysis performed during the Process, does the agency have any recommendations for restructuring (either that it could do internally or that would need the assistance of revised or new legislation) that would merge or eliminate duplicative or unnecessary divisions, programs, or personnel within each department of the agency to provide a more efficient administration of government services? *NO*
 - a. If yes, please provide the agency's suggestions.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

VI. Seven-Year Plan

A. General

1. Yes or No, does the agency have a plan that provides initiatives and/or planned actions the agency will take during the next seven fiscal years that implement cost savings and increased efficiencies of services and responsibilities in order to continually improve its ability to respond to the needs of the state's citizens? *No*
If yes, go to Current/Recommended Actions Section.
If no, skip Current/Recommended Actions Section and go to Additional Questions.

B. Current/Recommended Actions

1. Describe all of the actions the agency is currently taking and plans it has for initiatives and actions during the next seven fiscal years to work to achieve greater efficiency in its operations in order to continually improve its ability to respond to the needs of the state's citizens? In this description, provide the names of all personnel who are responsible for overseeing the actions and plans.
2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?
3. Is legislative action required to allow the department/agency to implement the current or recommended actions?
4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.
5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.
6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?

Now go to Additional Questions.

SEVEN-YEAR PLAN

VI. Seven-Year Plan (cont.)

C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?
 - *Conducting a long-term visioning exercise for the agency (which will be conducted 2015-2016)*
 - *Transitioning its staff mix to accommodate the loss of 4 senior staff members with over 120 years of experience (succession)*
 - *Success in securing non-state funding for many of the agency's stakeholder-driven programs and activities*

2. What are the fundamentals required to accomplish the objectives?
 - *Continued strong support of the agency, and its mission and efforts, from state and national leaders*
 - *Continued engagement and support of our diverse constituents and stakeholders*
 - *Success in securing competitive research and outreach grants, cooperative agreements, and contracts*
 - *Professional staff with outstanding credentials, firm commitment to public service, and strong work ethic*

3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?
 - <http://www.scseagrant.org/> – agency home
 - <http://www.scseagrant.org/content/?cid=640> – agency performance and efficiencies
 - <http://www.scseagrant.org/content/?cid=642> – agency programmatic impacts and accomplishments for FY13-14

4. Is there any additional information the agency would like to provide the Committee or public?
 - http://www.scseagrant.org/pdf_files/SCSGC-Economic-Impact-Study.pdf – economic impact study of the S.C. Sea Grant Consortium conducted by the USC's Darla Moore School of Business in 2013

- <http://www.scseagrant.org/Content/?cid=789> – most recent issue of the Consortium’s award-winning magazine Coastal Heritage
5. Consider the process taken to review the agency’s divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan (“Process”). State the total amount of time taken to do the following:
 - a. Complete the Process – 35 hours
 - b. Complete this Report – 15 hours
 6. Please SEE the **Personnel Involved Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Personnel Involved.” Please list the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in the Restructuring and Seven-Year Plan Report and their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.).

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”

CHARTS APPENDIX

VII. Excel Charts

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

Similar Information Requested Chart _____	19
Historical Perspective Chart _____	20
Purpose, Mission Chart _____	21
Key Products Chart _____	22
Key Customers Chart _____	23
Key Stakeholders Chart _____	24
Key Partner Agency Chart _____	26
Overseeing Body Chart (General and Individual Member) _____	27
Major Program Areas Chart _____	29
Legal Standards Chart _____	30
Agency Reporting Requirements Chart _____	31
Internal Audits Chart _____	32
Personnel Involved Chart _____	33

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

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Similar Information Requested Chart

INSTRUCTIONS: Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
South Carolina Sea Grant Consortium	I.B.1	State Accountability Report	Agency Mission	Budget and Control Board	Annually
South Carolina Sea Grant Consortium	I.B.1	Restructuring Report/Cost Savings Plan	Description of Current Program	Office of Senate Oversight	Every seven years
South Carolina Sea Grant Consortium	I.B.1	National Sea Grant Site Visit Report	Agency Mission	NOAA National Sea Grant College Program Office	Quadrennially
South Carolina Sea Grant Consortium	I.C.1	State Accountability Report	Performance Measures (chart)	Budget and Control Board	Annually
South Carolina Sea Grant Consortium	I.C.1	National Sea Grant Site Visit Report	Performance Measures (chart)	NOAA National Sea Grant College Program Office	Quadrennially

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Historical Perspective Chart

INSTRUCTIONS: Please provide information about any restructuring or major changes in the agency's purpose or mission **during the last ten years**. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
South Carolina Sea Grant Consortium	N/A	N/A	N/A

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Purpose/Mission/Vision Chart

INSTRUCTIONS: Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in parenthesis. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisos listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
South Carolina Sea Grant Consortium	1978	"The principal purpose of the consortium is to provide a mechanism for the development and management of the Sea Grant Program for South Carolina and adjacent regions that share a common environment and resource heritage. The consortium serves to support, improve, and share research, education, training, and advisory services in fields related to ocean and coastal resources. The consortium further encourages and follows a regional approach to solving problems or meeting needs relating to ocean and coastal resources in cooperation with appropriate institutions, programs, and persons in the region."	"South Carolina Sea Grant Consortium generates and provides science-based information to enhance the practical use and conservation of coastal and marine resources that fosters a sustainable economy and environment for the state of South Carolina and its citizens."	The South Carolina Sea Grant Consortium is: (1) The best Sea Grant College Program in the Nation and (2) One of the most efficiently and effectively managed State (South Carolina) agencies.	<p>Purpose: 48-45-20</p> <p>Mission: N/A; taken from agency 2014-17 Strategic Plan</p> <p>Vision: N/A; taken from agency 2014-17 Strategic Plan</p>

INSTRUCTIONS: Provide information about the agency's key deliverables (i.e. products or services); primary methods by which these are delivered; and, as applicable, actions that may reduce the general public and/or other agencies initial need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of three most significant, do not put anything in this column. The Major Program Areas Cross References Column should link the deliverable to the major program area, in the Major Program Areas Chart, within which that product or service is provided. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it once)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
South Carolina Sea Grant Consortium	1	Research and educational information on coastal and marine resources generated through the support of competitively funded science and education projects and activities	1	Scientific reports and refereed publications; annual progress reports; final reports; teacher trainings and experiential learning exercises; curricula development (state standards-based); one-page accomplishment and impact statements; Consortium Web site	Nothing at this point in time	The Consortium identifies, through input from our stakeholders and constituencies, coastal and marine resource-related research, outreach, and educational programs and activities which address their needs, develop research and outreach programs and activities to address these needs, and deliver the results back to the target stakeholders and constituencies. As such, the Consortium's deliverables evolve as the needs and opportunities of our stakeholders do. All of our program activities continue to evolve to accommodate new challenges and opportunities, and we use a variety of means by which to accomplish our mission.	The Consortium has identified many more opportunities and challenges than it can address, given limited staff and funding. The agency continues to pursue non-state funding resources from regional, national, and other competitive sources in an attempt to meet the demand of our stakeholders. We have been somewhat successful, but are always seeking to do much better.	All
South Carolina Sea Grant Consortium	2	Communications and Information Services (print, media, Web-based) that inform and educate citizens and stakeholders about the issues relevant to the economic, environmental and educational quality of life along the coast and throughout South Carolina and support community-based volunteerism through marine litter projects	2	<i>Coastal Heritage</i> magazine; <i>CoastalScience@Work</i> e-newsletter; Consortium Web site; Beach Sweep/River Sweep volunteer beach clean-up program; one-page accomplishment and impact statements	Nothing at this point in time	The Consortium identifies, through input from our stakeholders and constituencies, coastal and marine resource-related research, outreach, and educational programs and activities which address their needs, develop research and outreach programs and activities to address these needs, and deliver the results back to the target stakeholders and constituencies. As such, the Consortium's deliverables evolve as the needs and opportunities of our stakeholders do. All of our program activities continue to evolve to accommodate new challenges and opportunities, and we use a variety of means by which to accomplish our mission.	The Consortium has identified many more opportunities and challenges than it can address, given limited staff and funding. The agency continues to pursue non-state funding resources from regional, national, and other competitive sources in an attempt to meet the demand of our stakeholders. We have been somewhat successful, but are always seeking to do much better.	All
South Carolina Sea Grant Consortium	3	Advisory (extension) services which identify the needs and opportunities embodied in the state's coastal and marine resources and deliver science-based information to South Carolina citizens and constituencies who seek the information	2	One-on-one and group interactions through meetings, conferences, workshops, events, and other formal activities; training sessions; fact sheets and how-to manuals; presentations and publications; one-page accomplishment and impact statements; Consortium Web site	Nothing at this point in time	The Consortium identifies, through input from our stakeholders and constituencies, coastal and marine resource-related research, outreach, and educational programs and activities which address their needs, develop research and outreach programs and activities to address these needs, and deliver the results back to the target stakeholders and constituencies. As such, the Consortium's deliverables evolve as the needs and opportunities of our stakeholders do. All of our program activities continue to evolve to accommodate new challenges and opportunities, and we use a variety of means by which to accomplish our mission.	The Consortium has identified many more opportunities and challenges than it can address, given limited staff and funding. The agency continues to pursue non-state funding resources from regional, national, and other competitive sources in an attempt to meet the demand of our stakeholders. We have been somewhat successful, but are always seeking to do much better.	All
South Carolina Sea Grant Consortium	4	Training of undergraduate and graduate students at South Carolina universities in technical and professional careers	3	Research internships and thesis/dissertation support; regional and national fellowship program opportunities; one-page accomplishment and impact statements;	Nothing at this point in time	The Consortium identifies, through input from our stakeholders and constituencies, coastal and marine resource-related research, outreach, and educational programs and activities which address their needs, develop research and outreach programs and activities to address these needs, and deliver the results back to the target stakeholders and constituencies. As such, the Consortium's deliverables evolve as the needs and opportunities of our stakeholders do. All of our program activities continue to evolve to accommodate new challenges and opportunities, and we use a variety of means by which to accomplish our mission.	The Consortium has identified many more opportunities and challenges than it can address, given limited staff and funding. The agency continues to pursue non-state funding resources from regional, national, and other competitive sources in an attempt to meet the demand of our stakeholders. We have been somewhat successful, but are always seeking to do much better.	All

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Key Customers Chart

INSTRUCTIONS: Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Customer Segments (Segments, along with the number of specific institutions and organizations the Consortium directly engaged in FY13; detailed listing is available upon request)	Requirements/Expectations	Deliverables Cross References
South Carolina Sea Grant Consortium	1	Federal agencies (23 separate institutions)	Science-based information and technical assistance	All
South Carolina Sea Grant Consortium	2	State agencies (12 agencies)	Science-based information and technical assistance	All
South Carolina Sea Grant Consortium	3	State and regional universities (21+ separate institutions)	Collaborations; Non-state funding	All
South Carolina Sea Grant Consortium	4	Regional organizations (13 separate organizations)	Science-based information and technical assistance	All
South Carolina Sea Grant Consortium	5	State/local NGOs (29 separate public and private sector organizations representing many individual businesses, industries, non-profit organizations, professional organizations, etc.)	Science-based information and technical assistance	All
South Carolina Sea Grant Consortium	6	Local municipalities (17 separate local governments)	Science-based information and technical assistance	All
South Carolina Sea Grant Consortium	7	Businesses and Industries (29 separate industries and businesses)	Science-based information and technical assistance	All
South Carolina Sea Grant Consortium	8	Other organizations (13 organizations)	Science-based information and technical assistance	All
South Carolina Sea Grant Consortium	9	K-12 schools	Science-based information and technical assistance	All
South Carolina Sea Grant Consortium	10	Informal educational institutions	Science-based information and technical assistance	All

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Key Stakeholder Chart

INSTRUCTIONS: Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
South Carolina Sea Grant Consortium	1	Clemson University	Governance of the agency; access to competitive Sea Grant research and outreach funding; facilitation of multi-institutional research and outreach initiatives; support of undergraduate and graduate students	All
South Carolina Sea Grant Consortium	2	Coastal Carolina University	Governance of the agency; access to competitive Sea Grant research and outreach funding; facilitation of multi-institutional research and outreach initiatives; support of undergraduate and graduate students	All
South Carolina Sea Grant Consortium	3	College of Charleston	Governance of the agency; access to competitive Sea Grant research and outreach funding; facilitation of multi-institutional research and outreach initiatives; support of undergraduate and graduate students	All
South Carolina Sea Grant Consortium	4	Medical University of South Carolina	Governance of the agency; access to competitive Sea Grant research and outreach funding; facilitation of multi-institutional research and outreach initiatives; support of undergraduate and graduate students	All
South Carolina Sea Grant Consortium	5	South Carolina State University	Governance of the agency; access to competitive Sea Grant research and outreach funding; facilitation of multi-institutional research and outreach initiatives; support of undergraduate and graduate students	All

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Key Stakeholder Chart

South Carolina Sea Grant Consortium	6	The Citadel	Governance of the agency; access to competitive Sea Grant research and outreach funding; facilitation of multi-institutional research and outreach initiatives; support of undergraduate and graduate students	All
South Carolina Sea Grant Consortium	7	S.C. Dept. of Natural Resources	Governance of the agency; access to competitive Sea Grant research and outreach funding; facilitation of multi-institutional research and outreach initiatives; support of undergraduate and graduate students	All
South Carolina Sea Grant Consortium	8	University of South Carolina	Governance of the agency; access to competitive Sea Grant research and outreach funding; facilitation of multi-institutional research and outreach initiatives; support of undergraduate and graduate students	All

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Key Partner Agencies Chart

INSTRUCTIONS: List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
South Carolina Sea Grant Consortium	Clemson University	Consortium member institution by law	All	All
South Carolina Sea Grant Consortium	Coastal Carolina University	Consortium member institution formally designated by unanimous vote of the Consortium Board of Directors in 1986	All	All
South Carolina Sea Grant Consortium	College of Charleston	Consortium member institution by law	All	All
South Carolina Sea Grant Consortium	Medical University of South Carolina	Consortium member institution by law	All	All
South Carolina Sea Grant Consortium	South Carolina State University	Consortium member institution by law	All	All
South Carolina Sea Grant Consortium	The Citadel	Consortium member institution by law	All	All
South Carolina Sea Grant Consortium	S.C. Dept. of Natural Resources	Consortium member institution by law	All	All
South Carolina Sea Grant Consortium	University of South Carolina	Consortium member institution by law	All	All

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Overseeing Body - General Chart

INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuisances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
South Carolina Sea Grant Consortium	Board of Directors	Once	8	Identified in state authorizing legislation as the CEOs (Presidents of the seven universities and Director of the S.C. DNR) of the Consortium's member institutions	N/A	N/A	None	None	None; the Board works extremely well together and with the Consortium staff	None

INSTRUCTIONS: Provide information about the individual members on the body that oversees the agency including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart, in which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
South Carolina Sea Grant Consortium	Col. Alvin A. Taylor (Chairman)	P.O. Box 167 Columbia, SC 29202 (803) 734-4007 taylora@dnr.sc.gov	Director S.C. Dept. of Natural Resources	Upon appointment as Agency Head	Currently serving	>2 years	No	All
South Carolina Sea Grant Consortium	Dr. James P. Clements	210 Sikes Hall Clemson, SC 29633 864-656-5616 president@clemson.edu	President, Clemson University	Upon appointment as President of the university	Currently serving	>1 year	No	All
South Carolina Sea Grant Consortium	Dr. David A. DeCenzo	P.O. Box 261954 Conway, SC 843- 349-2001 ddecenzo@coastal.edu	President, Coastal Carolina University	Upon appointment as President of the university	Currently serving	7 years	No	All
South Carolina Sea Grant Consortium	Glenn F. McConnell, J.D.	66 George Street Charleston, SC 29424 843-953-5500 mcconnellgf@cofc.edu	President, College of Charleston	Upon appointment as President of the university	Currently serving	1 year	No	All
South Carolina Sea Grant Consortium	Dr. David J. Cole	179 Ashley Avenue Charleston, SC 29425 843-729-2211 coledj@musc.edu	President, Medical University of South Carolina	Upon appointment as President of the university	Currently serving	1 year	No	All
South Carolina Sea Grant Consortium	Dr. Franklin Evans	300 College Street, NE Orangeburg, SC 29117 803-536-71013 wevans1@scsu.edu	President, South Carolina State University	Upon appointment as President of the university	Currently serving	<1 year	No	All
South Carolina Sea Grant Consortium	Lt. General John W. Rosa	171 Moultrie Street Charleston, SC 29409 843-953-5012 rosaj@citadel.edu	President, The Citadel	Upon appointment as President of the university	Currently serving	>8 years	No	All
South Carolina Sea Grant Consortium	Dr. Harris Pastides	Columbia SC 29208 803-777-2001 pastides@sc.edu	President, University of South Carolina	Upon appointment as President of the university	Currently serving	6 years	No	All

INSTRUCTIONS: Provide information about the agency's Major Program Areas as those as defined in the Appropriations Act. When completing columns B - K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Report, just make sure of the following:
 a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be "listed ONLY" in the box labeled "Remainder of Programs", with those program expenditures detailed in the box labeled "Remainder of Expenditures." If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.
 b) The "Associated Objective(s)" column in the Program Template of the FY 2-13-14 Accountability report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (ex. Chart 5.2-1 or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and
 c) An additional column, titled "Legal Standards Cross References," has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisos listed in the Laws Section of this report, which they satisfy.
 Included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, key performance measures cross reference, legal standards cross references or remainder of expenditures, however the agency must complete these columns when submitting this chart in final form. 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.

Note:
 -Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report.
 -Legal Standards Cross References Column links major programs to the statutes, regulations and provisos they satisfy which are listed in the Laws Section of the Restructuring Report.

Agency Submitting Report	Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Key Performance Measures Cross Reference	Legal Standards Cross References
			General	Other	Federal	TOTAL	General	Other	Federal	TOTAL		
South Carolina Sea Grant Consortium	I. ADMINISTRATION	Manage and administer the Sea Grant Program and related activities to support, improve, and share research, education, training, and advisory services in fields related to ocean and coastal resources.	% of Total Budget: 12.7	% of Total Budget: 0.8	% of Total Budget: 86.5	% of Total Budget: 100	% of Total Budget: 14.7	% of Total Budget: 0.5	% of Total Budget: 84.8	% of Total Budget: 100	All	Code of South Carolina, Title 48, Chapter 45, Section 48-45-10 et seg. (1978 Act No. 643, as amended).

Remainder of Programs: List any programs not included above and show the remainder of expenditures by source of funds.
 5050000 Land and Buildings
 3000000 Toll Operations

Remainder of Expenditures:	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget
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Legal Standards Chart

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. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice and Department of Transportation. The agency will see that a statute should be listed again on a separate line for each year there was an amendment to it. 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.

Agency Submitting Report	Item #	Statute/Regulation/Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
South Carolina Sea Grant Consortium	1	Code of South Carolina: Title 48, Chapter 45, Section 48-45-10 et seq. (1978 Act No. 643, as amended)	State	The principal purpose of the consortium is to provide a mechanism for the development and management of the Sea Grant Program for South Carolina and adjacent regions that share a common environment and resource heritage. The consortium serves to support, improve, and share research, education, training, and advisory services in fields related to ocean and coastal resources. The consortium further encourages and follows a regional approach to solving problems or meeting needs relating to ocean and coastal resources in cooperation with appropriate institutions, programs, and persons in the region.
South Carolina Sea Grant Consortium	2	Proviso 38.1	State	Allows the agency to use funds that are generated by the sale of pamphlets, books, and other promotional materials, the production of which has been paid for by non-state funding, as other funds for the purchase of additional pamphlets, books, and other promotional materials for distribution to the public.
South Carolina Sea Grant Consortium	3	U.S. Code, Title 33, Section 1121 et seq. (National Sea Grant College and Program Act of 1966, as amended).	Federal	This legislation authorizes the establishment and operation of sea grant colleges and programs by initiating and supporting programs of education and research in the various fields relating to the development of marine resources, and for other purposes. There are presently 33 Sea Grant College Programs in the United States.

INSTRUCTIONS: List all reports, if any, the agency is required to submit to a legislative entity. Beside each include the following under the appropriate column: a) Name of the report; b) Legislative entity that requires the report; c) Law(s) that require the agency to provide the report; d) Stated legislative intent (from legislative entity, statute, regulation or other source) in providing the report; e) Frequency with which the report is required (i.e. annually, monthly, etc.); f) Approximate year the agency first started providing the report; g) Approximate cost to complete the report and any positive results from completing and submitting the report; and h) Method by which the agency receives, completes and submits the report (i.e. receive via emailed word document, log into or open program, enter data and click submit, etc.). Included below are examples of reports the agency may have to submit. The example does not include information in the columns under # of staff needed to complete the report, approx. total amount of time to complete the report and approx. total cost to complete the report, however the agency must complete these columns when submitting this chart in final form. Please delete the example figures before submitting this chart in final form, unless it applies to the agency, in which case ensure the information about those reports is complete. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Report Name	Legislative Entity Requesting Report	Law Requiring Report	Stated Intent of Report	Year First Required to Complete Report	Reporting Frequency	# of Days in which to Complete Report	Month Report Template is Received by Agency	Month Agency is Required to Submit the Report	Cost to Complete Report			Positive Results of Reporting	Method in which Report Template is Sent to Agency (i.e. via email, fax, etc.)	Format in which Report Template is Sent to Agency	Method in which Agency Submits Completed Report (i.e. email; mail; click submit on web based form; etc.)	Format in which Agency Submits Completed Report (word, excel; web based form; etc.)
											# of Staff Members Needed to Complete Report	Approx. Total Amount of time to Complete Report	Approx. total Cost to Agency to Complete (considering staff time, etc.)					
South Carolina Sea Grant Consortium	1	Restructuring Report	House Legislative Oversight Committee	S.C. Code Section 1-30-10(G)(1)	Increased Efficiency	2015	Every seven years	30 days	February	March	1 staff	2 days composite time	?	TBD	Email and Hardcopy	Word, Excel	Email and Hardcopy	Word, Excel, PDF
South Carolina Sea Grant Consortium	2	Restructuring Report	Office of Senate Oversight	S.C. Code Section 1-30-10(G)(1)	Increased Efficiency	2015	Every seven years	60 days	November	January	4 staff	5 days composite time	?	TBD	Email and Hardcopy	Word, Excel	Email and Hardcopy	Word, Excel, PDF
South Carolina Sea Grant Consortium	3	Accountability Report	Executive Budget Office	?	Accountability	?	Annually	-120 days	May	September	3 staff	5 days composite time	?	Annual accountability	Email and Hardcopy	Word, Excel	Email and Hardcopy	Word, Excel, PDF
South Carolina Sea Grant Consortium	4	Debt Reporting and Collection	Executive Budget Office	?	Financial Reporting	?	Quarterly	30 days	N/A	Quarterly	1 staff	1 day	?	Fiscal responsibility and accountability	Email	Word	Email	Word;
South Carolina Sea Grant Consortium	5	Comprehensive Annual Financial Report (CAFR)	Comptroller General's Office	?	Financial Reporting	?	Annually	Varies	July	November (last report)	2 staff	Varies	?	Fiscal responsibility and accountability	Email and CG's web site	Word, Excel	Email and Hardcopy	Word, Excel, PDF
South Carolina Sea Grant Consortium	6	Schedule of Federal Financial Assistance (SFFA)	Office of the State Auditor	?	Financial Reporting	?	Annually	-60 days	July	August	2 staff	5 days composite time	?	Fiscal responsibility and accountability	Email and SCEIS	Excel	Email and Hardcopy	Word, Excel, PDF
South Carolina Sea Grant Consortium	7	National Sea Grant College Program Annual Report	NOAA National Sea Grant College Program Office	N/A	Accountability and Evaluation	?	Annually	90 days	February	June	10 staff	30 days composite time	?	Document accomplishments and impacts	Email and Hardcopy	Word, Excel	Online submission	N/A
South Carolina Sea Grant Consortium	7	National Sea Grant College Program Annual Report	NOAA National Sea Grant College Program Office	N/A	Financial Reporting	?	Semi-annually	60 days	N/A	August, February	2 staff	1-2 days	?	Fiscal responsibility and accountability	Online submission	N/A	Online submission	N/A

INSTRUCTIONS: Identify the agency's internal audit system and policies during the past five fiscal years including the date the agency first started performing audits; individuals responsible for hiring the internal auditors; individuals to whom internal auditors report; the head internal auditor; general subject matters audited; the individual or body that makes decision of when internal audits are conducted; information considered when determining whether to conduct an internal audit; total number of audits performed in the last five fiscal years; # of months it took for shortest audit; # of months for longest audit; average number of months to complete an internal audit; and date of the most recent Peer Review of Self-Assessment by SC State Internal Auditors Association or other entity (if other entity, name of that entity).

Note: All audits are not the result of suspicious activity or alleged improper actions. Often times regular audits are required by statute regulation or an agency's standard operating procedure simply as a method of ensuring operations are staying on track.

Agency Submitting Report	Does agency have internal auditors? Y/N	Date Internal Audits Began	Individuals responsible for hiring internal auditors	Individuals to whom internal auditors report	Name and contact information for head Internal Auditor	General subject matters audited	Who makes decision of when an internal audit is conducted	Information considered when determining whether to conduct an internal audit	Do internal auditors conduct an agency wide risk assessment routinely? Y/N	Do internal auditors routinely evaluate the agency's performance measurement and improvement systems? Y/N	Total Number of Audits performed in last five fiscal years	# of months for shortest audit	# of months for longest audit	Avg. # of months needed to conduct audit	Date of most recent Peer Review of Self-Assessment by SCSIAA or other entity (if other entity, name of that entity)
South Carolina Sea Grant Consortium	No; we are audited by the Office of the State Auditor on an annual basis														

Agency Name:
 Agency Code:
 Agency Section:

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Personnel Involved Chart

INSTRUCTIONS: List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row 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.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
South Carolina Sea Grant Consortium	M. Richard DeVoe	843-953-2078	rick.devoe@scseagrant.org	Administration	Agency Head	All	Completed the report and plan
South Carolina Sea Grant Consortium	Ryan Bradley	843-953-2078	ryan.bradley@scseagrant.org	Administration	Assistant to the Director for Administration	All	Solicited initial input from management staff for completing report