Legislative Oversight Committee
South Carolina House of Representatives
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Instructions and Examples for the Program Evaluation Report

May 16, 2016

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For online information, 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."* This will list the information posted online for the Committee; click on the information the agency would like to review.

Submission Process

Please complete the information and answer the questions included on the following pages. All forms should be submitted electronically by Wednesday, July 13, 2016, to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in:

- Original electronic format (Word and Excel), and
- Save the Word and Excel documents together in one PDF for online reporting

You may direct any questions about this process to Committee staff.

Statutory Authority

South Carolina Code Sections 2-2-50 and 2-2-60 provide the Committee statutory authority to request the agency complete the Program Evaluation Report. Also, South Carolina Code Section 2-2-60 explains what a Program Evaluation Report must, and may, contain. The following information is provided to comply with the requirements in Section 2-2-60:

- The Committee intends to investigate all agency programs and operations.
- See enclosed questions and Excel charts for information that must be included in the report.
- The report must be submitted to the committee by Wednesday, July 13, 2016. See details regarding the submission process above.

General Instructions

The responses provided to this report are considered sworn testimony and will be published on the General Assembly's website.

A. WORD & EXCEL TEMPLATES

The following instructions and examples are provided in an effort to assist in completing the Program Evaluation Report Word and Excel Templates. If the agency has questions regarding any aspect of the Report, Committee staff are available to provide assistance.

Agency Snapshot

1-3. See questions in Program Evaluation Report Word Template. There are no additional guidelines. If the agency has questions, please contact Committee Staff.

History and Structure

4. See question in Program Evaluation Report Word Template and example below.

Example
(Note: The information in the example is not true and used for illustrative purposes only.)

- 1935
  - During the Depression, many social oriented programs were implemented to assist the nation in its recovery; among these was the Emergency Relief Administration. As an outgrowth of this agency, [a] temporary Department of Welfare was established in 1935.
- 1937
  - State Director: Jane Doe named as state director of the Department of Welfare (1937-1972)
  - The South Carolina legislature permanently created the Department of Public Welfare in 1937.
- 1972
  - State Director: Elizabeth Doe begins as new state director (1972-1984)
  - The Department of Welfare was renamed the Department of Social Services.
- 1984
  - State Director: John Doe begins as new state director (1984-2007)
  - DSS contracts with Omni Systems, Inc., a consulting firm, for $160,000 to determine appropriate staffing levels for each DSS county office. DSS used this information to make county staffing decisions.
- 2001
  - DSS sustained a 35% reduction in its budget from FY 2001-02 through 2004-05.
  - March 2001 - DSS implemented a hiring freeze, with front-line human services positions, such as CPS caseworkers, exempted.
  - August 2001 - DSS implemented a retirement incentive and began voluntary separations. The hiring freeze remained in place, with human services positions exempted.
- 2007
  - State Director: Kathleen M. Hayes, Ph.D begins as new state director (2007-2011)
  - DSS created a Chief of Staff position.
  - Main divisions at the agency included: Family Assistance (Linda Martin); Human Services (Mary Williams); Child Support Enforcement (Larry McKeown); Administration & Program Support (Wendell Price); Community Services (Nancy Purvis); General Counsel (Virginia Williamson); Planning & Quality Assurance (Kelly Cordell).

5. See question in Program Evaluation Report Word Template and example below.

> Example
>
> The Commission for the Blind has a Board of Commissioners as its governing body. The Board is comprised of seven individuals who are appointed as Commissioners. The Governor recommends individuals to serve as Commissioners with the advice and consent of the Senate. Each Commissioner serves a term of four years. There are no limitations on the total number of terms or number of consecutive terms an individual can serve.
>
> The Board of Commissioners meets approximately twelve times each year. Information about upcoming board meetings is posted on the Commission for the Blind website. For more information about board meetings, contact the agency

6. See question in Program Evaluation Report Word Template and example below.

> Example
>
> The agency has internal auditors. The auditors are hired by, and report to, the Commission for the Blind's Commissioners. Shana Robinson (srobinson@sccb.sc.gov) and Harvey Studstill (hstudstill@sccb.sc.gov) are the lead internal auditors.
>
> The Commissioners decide when internal audits are conducted. Generally, internal audits are performed on financial and consumer services data. Internal auditors do not routinely conduct agency wide risk assessments, but they do routinely evaluate the agency's performance measurement and improvement systems.
>
> In the last five fiscal years, auditors performed 480 internal audits. The shortest audit was completed in one month and the longest was completed in three months. The average number of months needed to conduct an audit is one and a half.
>
> The agency notes those 480 internal audits of consumer services cases were conducted between FY 2010 and FY 2011. During that time, consumer services cases were audited for compliance with federal and agency established policy and procedures. Beginning in FY 2012, the internal case file audit process was changed to accommodate the agency's conversion to a new case management system (AWARE). Since the agency has implemented a new case management system, electronic consumer services data audits are now being conducted on a weekly basis to resolve data integrity issues. However, the consumer services data audits have not been singularly counted since 2012. Recent changes to federal reporting requirements have delayed a return to cyclical case reviews. Once the new reporting requirements have been fully implemented and the case management process stabilizes, targeted internal consumer services data audits will be resumed and counted accordingly.

General Information

7. Please complete the Laws Chart, which is a tab in the attached Excel document. In this chart, the agency will find all of the laws it listed as applicable to that agency in its Restructuring Report. In this new chart, please do the following:
    a. If the agency grouped any laws together when completing the Restructuring Report, please list each law individually. Note: Notice of this requirement was provided in the 2016 Annual Restructuring Report;
    b. Make any revisions needed, including adding or removing laws or modifying the summary of each, to ensure the list is accurate as of the date the agency submits this report; and
    c. List which objective(s) in the agency's strategic plan satisfy each law.

8-9. See questions in Program Evaluation Report Word Template and example below.

Example format for Stakeholders and Partners

- S.C. DOT
    - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives. (Objective 1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.1.6, 1.1.7, 1.1.8, 1.1.9, 1.1.10, 4.2.2, 4.2.4)
    - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives. (Objective 3.2.1, 3.2.2, 4.2.5)
    - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues. (Objective 3.2.3, 4.1.3, 4.1.4, 4.2.3, 4.2.6)
    - Coordinates services in emergency situations, develops plans to utilize available resources without duplication. (Objective 3.2.6)
    - Collects collision data, develops information technology programs, analyzes data, funds programs. (Objective 3.2.7)
- Federal Motor Carrier Safety Administration
    - Increase commercial vehicle traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate commercial motor vehicle (CMV) law enforcement, and fund CMV traffic safety initiatives. (Objective 1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.1.6, 1.1.7, 1.1.8, 1.1.9, 1.1.10)

10-11. See questions in Program Evaluation Report Word Template.

12. Please complete the Employees Available Chart, which is a tab in the attached Excel document. This chart requests the number of authorized, filled and unfilled full time equivalent (FTE) positions at the agency by general fund, other fund and federal funds during each of the last five years. It also asks for the number of temporary non-FTE and temporary grant non-FTE positions during the same time period.

13. Please complete the Agency Daily Operation Programs Chart, which is a tab in the attached Excel document. In this chart, the agency will find information in the first two columns that it provided in its Restructuring Report. In this new chart, please do the following:
    a. Review the programs listed and make any additions or other modifications needed. Please, do not consider the General Appropriations Act programs. Instead think of what the agency considers programs in the agency's daily operations (this may not have been

clear in the Restructuring Report). These may be divisions, departments, programs it is working on related to grants, etc.; and

b. In the last column titled, "***Other agencies whose mission the program may fit within***," list other agencies whose mission the program may fall within based on the agency's knowledge of the program and reference to the list of all other agency missions, attached to these guidelines.

2015-16 Strategic Plan, Programs, Employee Allocation and Spending

14. Please complete the 2015-16 Customers & Potential Impacts Chart, which is a tab in the attached Excel document. In this chart, please do the following:

a. Take each General Appropriation Act Program and think of the agency daily operations that fit within it. Then group those daily operations programs (D.O. programs) however is best for the agency (i.e. by division, grants, etc.) to discuss each of the different services and/or products it provides. List each of those D.O. Programs, beside the General Appropriation Act Program it relates to, in the first column. The agency may need to insert additional rows between the existing General Appropriations Programs to include each of the D.O. Programs that relate to that General Appropriation Act Program;

b. In the second column, provide a brief description of each D.O. Program.

c. In the column titled, "***Service/Product provided***," type the service or product the D.O. Program provides. If the D.O. Program provides multiple services or products, insert additional rows to ensure each service or product is listed on a different row. Be as specific as possible when listing the services and products provided because this information may be compared with the services and products provided by other agencies to determine if there is any duplication among agencies.

d. In the column titled, "***Customer Segment***," select the applicable customer segment from the drop down menu. Insert additional rows as needed to ensure each customer segment who receives a particular service or product, is listed on a different row.

e. In the column titled, "***Specify for the following Segments***," provide the additional information requested if the Customer Segment is (1) industry; (2) Professional Organization); or (3) General Public. The additional information provided about the "General Public" customer segments served may be utilized to help change the current "General Public" customer segment option into more specific and defined segments within the public.

f. In the column titled, "***Best potential impact if agency over performs***," provide a brief description of the best potential impact on that customer segment if the service or product provided by the agency completely addressed the needed reason for the service or product.

g. In the column titled, "***Most potential negative impact if the agency under performs***," briefly describe what the agency considers the most potential negative impact to that customer segment that may occur as a result of the agency underperforming or performing at the worst level possible.

h. In the column titled, "***What is monitored to determine if outside help is needed***," type what the agency monitors on a daily, weekly or monthly basis to ensure the agency performance is at the level needed.

i. In the column titled, "***Outside Help to Request***," type the entities to whom the agency reaches out if the agency begins to see low performance;

j. In the column titled, "***Level Requires Inform G.A.***," type the level at which the agency thinks the General Assembly should be put on notice;

k. In the column titled, "***1-3 G.A. Options***," type one to three options for what the General Assembly could do to help resolve the issues before there is a potential crisis for each customer segment.

15. Please review the 2015-16 Public Benefit and Responsibility Chart, which is a tab in the attached Excel document. In this Chart, the agency will find information it provided in its Restructuring Report for 2015-16. Please ensure all cells are completed and the goals, strategies, objectives, intended public benefits and staff responsible are accurate for 2015-16. Cells which were left blank in the Restructuring Report and need to completed are highlighted in yellow. Please highlight, in green, any cells where the agency provided information in the Restructuring Report, but there were changes in the plan or who was responsible after submission of the report. In another chart in this report the agency will provide information related to its 2016-17 Strategic Plan.

As a reminder, the instructions for how the agency was to complete the chart are below:
1) 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).

2) Under the "***Public Benefit/Intended Outcome***" column, enter the intended outcome of accomplishing each goal and objective.

3) Under the "***Responsible Person***" columns, provide information about the individual who has primary responsibility/accountability for each goal and objective. The Responsible Person for a goal has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person for an objective has employees and possibly different teams of employees beneath him/her to help accomplish the objective. The Responsible Person for a goal is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives needed to accomplish the goal. The Responsible Person for an objective is the person who, in conjunction with his/her employees and approval from higher level superiors, sets the performance measure targets and heads the game plan for how to accomplish the objective for which he/she is responsible. Under the "Position" column, enter the Responsible Person's position/title at the agency. Under "Office Address" column, enter the address for the office from which the Responsible Person works. Under the "Department/Division" column, enter the department or division at the agency in which the Responsible Person works. Under the "Department/Division Summary" column, enter a brief summary (no more than 1-2 sentences) of what that department or division does in the agency.

16. Please complete the 2015-16 Employee Allocation by General Appropriation Act Program Chart, which is a tab in the attached Excel document. In this Chart, please do the following:

   a. Consider the total number of FTE and non-FTE positions at the agency in 2015-16, which will auto-fill from the Employees Available Chart;
   b. Then, in the column titled, "***Number of physical employees working on the budget program in 2015-16***," list the number of physical employees working on each budget program. These employees may spend 100%, 50% or even 10% of their time working toward accomplishing the program; and
   c. In the column titled, "***Number of employee equivalents associated with the budget program in 2015-16***," list the total number of employee equivalents working on the program in 2015-16. The agency may calculate the figure utilizing the method below:

Names of FTEs who assist with the program	% of FTE's time spent toward the program
1)	
2)	
Add as many as needed	
Total %	
Total number of employee equivalents for program (Divide "Total %" by 100)	

17. Please complete the 2015-16 Programs and Objectives Chart, which is a tab in the attached Excel document. In this chart, please do the following:

   a. In the column titled, "***Money Spent on Program in 2015-16***," list the amount of money the agency spent on the program in 2015-16;
   b. In the column titled, "***Number of employee equivalents associated with the budget program in 2015-16***," list the total number of employee equivalents working on the program in 2015-16 from the Employee Allocation by Budget Program Chart;
   c. In the column titled, "***Objective the Program Helps Accomplish***," list each objective the program helps the agency accomplish. Please list only one objective per row. This may require inserting additional rows between programs;
   d. In the column titled, "***Approx. amount of money spent on objective that is associated with costs from program***," consider the total amount actually spent on the program and what portion of that amount was related to each objective. The sum of the amounts for each associated objective should equal the total amount spent on the program; and
   e. In the column titled, "***Approx. amount of employee equivalents utilized on objective that are associated with the program***," consider the total amount of employee equivalents utilized on the program and what portion of that time was related to each objective. The sum of the amounts for each associated objective should equal the total amount spent on the program.

18. Please complete the 2015-16 Employee Allocation by Objective Chart, which is a tab in the attached Excel document. In this Chart, please do the following:
    a. Review the agency's strategic plan, which is provided in the chart based on the information from the agency's Restructuring Report; and
    b. In the column titled, "***Number of employee equivalents working on the goal or objective in 2015-16***," list the number of employees working toward each objective, by totaling the amounts from the Employee Allocation by Budget Program Chart. The total number of employees working toward each goal should automatically sum based on the numbers you enter for the number of employees per objective.

19. Please complete the 2015-16 Strategic Spending Chart, which is a tab in the attached Excel document, to provide the Committee information on how the agency spent its funding in 2015-16. In this chart, please do the following:
    a. *Part A Instructions*: Funds Available this past Fiscal Year (2015-16)
        i. 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 so please delete or add as many as needed. However the agency chooses to group its funding sources, please indicate, through Part A and B, how much the agency had available to spend and where the agency spent the funds.
    b. *Part B Instructions*: Funds Spent this past Fiscal Year (2015-16)
        i. The agency's objectives and unrelated purposes are listed based on the information the agency provided in the Restructuring Report. There are new rows between "objectives" and "unrelated purposes." These new rows are intended to allow the agency to list money it spent this year that was for previously committed multiple year projects. The intent of these new rows is to separate what the agency spent toward its current objectives and what it spent toward objectives and projects from previous years, which took multiple years to pay off.
        ii. Please add any information needed in the new rows (i.e., "Money previously committed for multiple years") and make any revisions necessary to ensure all unrelated purposes are listed. As a reminder, 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.).
        iii. Finally, please review and revise the amounts spent from each funding source on the agency objectives, money previously committed for multiple years and unrelated purposes so it reflects how much the agency actually spent on each and fill in the information requested in the remaining rows. Remember in each row to provide the total of all the values from the different funding sources for that row.

2016-17 Strategic Plan, Programs, Employee Allocation and Budgeting

Items 14-19 ask the agency about its plan and how resources were actually utilized during the past fiscal year. Items 20-25 ask how it plans to utilize its resources this coming fiscal year.

20. Please complete the 2016-17 Customers & Potential Impacts Chart, which is a tab in the attached Excel document. If the agency's General Appropriation Act Programs - Daily Operations subprograms; services/products provided; and customer segments are the same as in 2015-16, the agency can simply type on the first line, "Same as 2015-16 Customers & Potential Impacts Chart."

21. Please complete the 2016-17 Public Benefit and Responsibility Chart, which is a tab in the attached Excel document. If the agency's strategic plan and employees responsible are the same as in 2015-16, the agency can simply type on the first line, "Same as 2015-16 Public Benefit and Responsibility Chart."

22. Please complete the 2016-17 Employee Allocation by General Appropriation Act Program Chart, which is a tab in the attached Excel document, as instructed in question 16.

23. Please complete the 2016-17 Programs and Objectives Chart, which is a tab in the attached Excel document, in the same manner you completed the 2015-16 Programs and Objectives Chart, except consider the amount the agency is budgeting to spend and number of employees the agency plans to focus on specific programs and objectives.

24. Please complete the 2016-17 Employee Allocation by Objective Chart, which is a tab in the attached Excel document.

25. Please complete the 2016-17 Strategic Budgeting Chart, which is a tab in the attached Excel document, to provide the Committee information on how much the agency plans to request and anticipates receiving in 2016-17 and how the agency plans to utilize those funds. Complete this chart the same way the agency completed the Strategic Spending Chart, except include the values the agency is requesting and the amounts the agency is budgeting to spend toward each objective and unrelated purpose. Please revise the objectives, etc., as necessary so it matches with the agency's 2016-17 Strategic Plan.

Program Structure

26. Please provide the following information regarding the agency's program structure in the General Appropriations Act.
    a. Does the agency have the ability to request a restructuring or realignment of its General Appropriations Act programs? (Y/N)
    b. In what year did the agency last request a restructuring or realignment of its General Appropriations Act programs?
    c. What was requested?
    d. Was the request granted? (Y/N) If no, who denied the request and why was it denied?
    e. Would an individual be able to clearly see how much the agency is spending toward each of the goals in its Strategic Plan by looking at the hierarchy of agency General Appropriation Act programs? (Y/N)
    f. Has the agency ever made a request to realign or restructure its General Appropriations Act programs so the agency's goals from its strategic plan are the highest level of its General Appropriations Act programs in the hierarchy? (Y/N)

Performance Measures

27. Please complete the Performance Measures Chart, which is a tab in the attached Excel document. In this Chart, please do the following:
    a. There are three blank template charts. One for Program Measure #1, Program Measure #2, and Program Measure #3. Count the total number of performance measures the agency utilizes. Then, copy and paste the blank templates as many times as needed so the agency has a blank one for each agency performance measure. Finally, fill in the blanks for each performance measure.
    b. In the column titled, "*Performance Measure*," enter the performance measure as the agency did in the Accountability report.
    c. In the column titled, "*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 at the top of the chart).
    d. In the column titled, "*Related to the following at the agency,*" select which of the following from the drop down menu, the performance measures most relates to:
        i. 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?));
        ii. 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?));
        iii. 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)); or
        iv. Operational efficiency and work system 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).
    e. In the column titled, "*Agency selected; Required by State; or Required by Federal*," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
    f. In the next set of columns 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. 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."
    g. Note: Benchmarks are goals for which the agency strives. Agencies choose benchmarks based on standards within their industry. For instance, the agency might look to peak performers in their industry and set their targets so that the agency can work to incrementally reach those peak performers. In the Column labeled, "Benchmark," list the peak performers or other data the agency referenced when setting its target.

28. See question in Program Evaluation Report Word Template.

Comparison to Others

29-30. See questions in Program Evaluation Report Word Template. There are no additional guidelines. If the agency has questions, Committee staff are available to provide assistance.

Looking Ahead - Agency Ideas/Recommendations

31. Please list any ideas the agency has for internal changes at the agency that may improve efficiency and outcomes. These can be ideas that are still just ideas, things the agency is analyzing the feasibility of implementing, or things the agency already has plans for implementing. For each, include the following details:
    a. *Stage of analysis* (e.g., is it still just an idea that agency has, is it something the agency is analyzing the feasibility of implementing, or is to the stage that the agency has a plan for implementation set) (Note: Depending on the stage of analysis for the recommended change, the agency may or may not have information available to provide the remaining requested details. The agency should provide all details it has available and for items it does not have information, type "Do not currently have this information.);
    b. *Objectives and Associated Performance measures impacted and predicted impact* (e.g., how much does the agency anticipate the results of the measure will improve). The subcommittee understands other factors may affect how much the measure actually changes and that not all ideas will work. Therefore, the actual results may be less or more than anticipated and the subcommittee is simply seeking a figure the agency has a reasonable basis for anticipating;
    c. *Costs of the objectives that will be impacted and the anticipated impact* (e.g., list each objective number and put beside it the amount the agency anticipates the costs will increase or decrease. The subcommittee understands this amounts may not be exact);
    d. *On which objective(s) the agency plans to utilize additional available funds if the change saves costs, or obtain funds if the change requires additional funds, and how the objective(s) receiving or releasing the funds will be impacted*; and
    e. *Anticipated implementation date* (e.g., when the agency anticipates the change will be finally implemented).

See examples on next page

Examples
(Note: The information in the examples are not true and used for illustrative purposes only.)

Internal Change #1:

- Internal Change: Establish 12-hour shifts for all security positions within agency.
    - Stage of Change Analysis (i.e., idea, analyzing feasibility, plan for implementation set, etc.): Change implemented within last 6 months
    - Performance Measures Impacted and predicted impact (i.e., how much will results improve): Amount of Time for Correction Officer shift changes and Amount of Overtime Hours for Correction Officers. The resulting savings will continuously be seen through a reduction in overtime hours and more efficient shift changes, which enhances the safety and security of juveniles and the general public.
    - Objective Costs Impacted and anticipated impact (i.e., how much costs will increase or decrease): Objective 3.1.1 - In fiscal year 2015-2016, forecasted total savings of $350,000 across all impacted objectives from reduced overtime.
    - Where (i.e., specific objective(s)) agency plans to utilize additional available funds, if change saves costs, or obtain funds, if change requires additional funds, & how the objectives receiving or releasing funds will be impacted: Funds will be utilized to increase the amount of training received by the guards, which will help the agency accomplish Objective 3.3.1
    - Anticipated Implementation Date: November 2015

Internal Change #2:

- Internal Change: Combining all event reporting information into one central database in which employees can log in and enter information directly or obtain needed information, based on security clearance.
    - Stage of Change Analysis (i.e., idea, analyzing feasibility, plan for implementation set, etc.): Idea
    - Performance Measures Impacted and predicted impact (i.e., how much will results improve): Agency still analyzing
    - Objective Costs Impacted and anticipated impact (i.e., how much costs will increase or decrease): Objective 2.3.1 and 3.2.2 - Agency still analyzing anticipated budgetary impact
    - Where (i.e., specific objective(s)) agency plans to utilize additional available funds, if change saves costs, or obtain funds, if change requires additional funds, & how the objectives receiving or releasing funds will be impacted: Agency still analyzing
    - Anticipated Implementation Date: Agency has not fully analyzed feasibility of idea

32. After completing the Laws Chart. Please review the laws with executive management, and ask for employee feedback to determine any improvements in efficiency or outcomes that could possibly occur from changes to any of the laws as well as if any of the laws are archaic or no longer match with current agency practices. Afterward, list any laws the agency recommends for further evaluation and for potential revision or elimination. For each recommendation include the information below:

   a. ***Law*** at issue;
   b. ***Summary of current statutory requirement*** and/or authority granted (copy and paste from laws chart);
   c. ***Recommendation*** (e.g., eliminate, modify, add new law) ***and Rationale for recommendation*** (e.g., would help the agency improve its efficiency and/or outcomes; would update/remove archaic statute; would ensure law matches with current agency practices; etc.);
   d. ***Current law Wording***;
   e. ***Instructions*** (e.g., New law; Delete items (a), (b),(c), and d. Items (e) and (f) remain; Amend item (c). Items (a) and (b) remain the same.) ***and proposed new Wording of law*** (deleted text must be stricken through and new text underlined); and
   f. ***Other agencies that would be impacted*** by revising or eliminating the law.

An example of the information to include and how to format the information is below.

Examples

Law Recommendation #1

- Law: SC Code Section 11-3-240
- Summary of current statutory requirement: Required money to be remitted to counties for the expense of printing tax forms and supplies.
- Recommendation and Rationale for Recommendation: Eliminate - This function was transferred from the CG years ago. However, in general, it is no longer applicable because everything is done online and there are no forms.
- Current law Wording: Of the amount appropriated in the annual general appropriations act for and to counties for the expense of printing tax forms and supplies, four cents per capita, based on the official United States Census for 1990, must be remitted by the Comptroller General to the several counties of the State and must be applied by the counties only for the expense of printing tax forms and supplies for county auditors, treasurers, and tax collectors. Payment must be made to each county treasurer in one annual payment which must be made as soon after the beginning of the fiscal year as practical.
- Instructions and Proposed New Law Language (deleted text must be stricken through and new text underlined): Eliminate entirely so no new language
- Other Agencies Impacted: None

Law Recommendation #2

- Law: SC Code Section 56-5-2945(D)
- Summary of current statutory requirement: Where money for fines must be placed.
- Recommendation and Rationale for Recommendation: Modify - This accounting is performed internally by DMV on its Phoenix system for all transactions involving licensing, titling, and vehicle registrations.
- Current law Wording: (D) One hundred dollars of each fine imposed pursuant to this section must be placed by the Comptroller General into a special restricted account, to be used by the Department of Public Safety for the Highway Patrol.
- Instructions and Proposed New Law Language (deleted text must be stricken through and new text underlined): (D) One hundred dollars of each fine imposed pursuant to this section must be placed ~~by the Comptroller General~~ into a special restricted account, established by the Comptroller General, to be used by the Department of Public Safety for the Highway Patrol.
- Other Agencies Impacted: Department of Motor Vehicles

Reports and Reviews

33. See question in Program Evaluation Report Word Template and example below.

Example

- January
  - Restructuring Report (due annually)
  - RSA-113 Quarterly Cumulative Caseload Report (due quarterly)
- February
- March
  - SF-425 Federal Financial Report for the State Supported Employment Services program (due semi-annually)
- April
  - RSA-113 Quarterly Cumulative Caseload Report (due quarterly)
- May
- June
- July
  - RSA-113 Quarterly Cumulative Caseload Report (due quarterly)
- August
- September
  - Accountability Report (due annually)
  - SF-425 Federal Financial Report for the State Supported Employment Services program (due semi-annually)
- October
- November
- December
  - RSA-15 Report of Vending Facility Program (Randolph Sheppard) (due annually)
  - OIB RSA-7-OB Independent Living Services for Older Individuals who are Blind (due annually)
  - RSA-704 Part II (Expenditures of Independent Living Program) (due annually)
  - RSA-722 Resolution of Applicant/Client Appeals Report (due annually)
  - RSA-2 Annual Vocational Rehabilitation Program/Cost Report (due annually)

B. ADDITIONAL DOCUMENTS TO SUBMIT

34-35. Please see list of additional documents requested in Program Evaluation Report and instructions for saving each type of document below.

Audits performed on the agency by external entities during the last 5 years
Please save the documents as follows (limited to 120 characters):

> Audit - *Name of Audit* - *Name of Entity who conducted the Audit* (*date audit was drafted/submitted*)
>
> Agency's Response to Audit - *Name of Audit* - Agency's Response (*date on the agency's response*)

Audits performed by internal auditors at the agency during the last 10 years
Please save the documents as follows (limited to 120 characters):

> *Name of Audit* - *Topics included in audit* - (*date audit was drafted/submitted*)

Other reports, reviews, or publications of the agency, during the last 10 years, including, Fact Sheets, Reports required by provisos, Reports required by the Federal Government, etc. Please save the documents as follows (limited to 120 characters):

> Reports/Fact Sheets/Etc. - *Name of Report/Review* - (*date report/review was drafted/submitted*)
>
> Agency Responses to Reports/Reviews - *Name of Report/Review* - Agency's Response (*date on the agency's response*)

Organizational chart for the current year, and for as many years back as the agency has available
Please save the documents as follows (limited to 120 characters):

> Organization Chart - *Agency Name (Year applicable)*

Glossary of terms
Please save the document as follows:

> Glossary provided by *Name of Agency* (*Month Date, Year*)

Example:
Glossary provided by Commission for the Blind (April 21, 2016)

Term, Phrase or Acronym	Meaning of the Term, Phrase or Acronym
SCCB	South Carolina Commission for the Blind
VR	Vocational Rehabilitation

Note: The Oversight Committee will collect the following documents, so please do not provide copies:

a. Audits performed by the State Inspector General;
b. Audits performed by the Legislative Audit Council;
c. Audits or AUPs performed by the State Auditor's Office during the last five (5) years; and
g. Agency Accountability Reports.

C. FEEDBACK (OPTIONAL)

36-41. Please see question in Program Evaluation Report Word Template.

PROGRAM EVALUATION REPORT

Insert Agency Name

Date of Submission: *Insert Date*

Agency Director
Name:
Date of Hire:
Email:

Primary Agency Staff Contact for Oversight Study
Name:
Phone:
Email:

Main Agency Contact Information
Phone:
Email:
Mailing Address:

Agency Online Resources
Website address:

Online Quick Links:

Please provide any links to the agency website the agency would like listed in the report for the benefit of the public.

Social Media Addresses:

Agency Office Locations
Please list the physical address, mailing address, and phone number for each office location. You can continue onto the next page if additional space is needed.

TABLE OF CONTENTS

Contents

A. QUESTIONS

Please type the agency's responses to each question directly below the question. For the questions which ask the agency to complete an Excel chart, complete the chart and attach it to the end of this document when the agency submits the .pdf version.

Agency Snapshot

1. What are 3-4 items the agency considers as successes?

2. What are 3-4 items the agency considers as its current challenges or issues? These can include things the agency already has a plan to improve.

3. What are 3-4 emerging issues the agency anticipates having an impact on its operations in the upcoming five years?

History and Structure

4. Please provide the history of the agency by year, from its origin to the present, in a bulleted list. Include the names of each director with the year the director started, and major events (e.g. programs added, cut, departments/divisions changed, etc.).

5. Please provide information about the body that governs the agency and to whom the agency head reports. Explain what the agency's enabling statute outlines about the agency's governing body (e.g. board, commission, etc.), including, but not limited to: total number of individuals in 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 it and the agency operate. If the governing body operates differently than outlined in statute, please describe the differences.

6. Please provide information about the agency's internal audit process including: whether the agency has internal auditors, a copy of the internal audit policy or charter, the date the agency first started performing audits, the names of individuals to whom internal auditors report, the general subject matters audited, name of person who makes the decision of when an internal audit is conducted, whether internal auditors conduct an agency-wide risk assessment routinely, whether internal auditors routinely evaluate the agency's performance measurement and improvement systems, the total number of audits performed in last five fiscal years; and the 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).

General Information

7. Please complete the Laws Chart, which is a tab in the attached Excel document

8. Please list all entities and individuals the agency considers stakeholders. A "stakeholder" is a person, group or organization that has interest or concern in the agency or that can affect or be affected by the agency's actions, objectives and policies. Since the agency is providing information

about its partners and customers in response to other questions, the entities who are partners and customers do not need to be listed again here.

9. List all entities the agency worked with in 2015-16, or plans to work with during 2016-17, that help the agency accomplish one or more of its goals, strategies or objectives (i.e. partners). Below each entity, list the applicable year, objective(s) the entity is helping the agency accomplish and ways in which the agency works with the partner to accomplish that objective(s).

10. Please provide the following information regarding the amount of funds remaining at the end of each year that the agency had available to use the next year (i.e. in 2011-12, insert the amount of money left over at the end of the year that the agency was able to carry forward and use in 2012-13), for each of the last five years.

Year	Amount Remaining at end of year that agency could use the next year
2011-12	
2012-13	
2013-14	
2014-15	
2015-16	

11. How much does the agency believe is necessary to have in carryforward each year? Why?

12. Please complete the Employees Available Chart, which is a tab in the attached Excel document.

13. Please complete the Agency Daily Operation Programs Chart, which is a tab in the attached Excel document and applies to 2015-16 and 2016-17.

2015-16 Strategic Plan, Programs, Employee Allocation and Spending

14. Please complete the 2015-16 Customers & Potential Impacts Chart, which is a tab in the attached Excel document.

15. Please review the 2015-16 Public Benefit and Responsibility Chart, which is a tab in the attached Excel document.

16. Please complete the 2015-16 Employee Allocation by General Appropriation Act Program Chart, which is a tab in the attached Excel document

17. Please complete the 2015-16 Programs and Objectives Chart, which is a tab in the attached Excel document.

18. Please complete the 2015-16 Employee Allocation by Objective Chart, which is a tab in the attached Excel document

19. Please complete the 2015-16 Strategic Spending Chart, which is a tab in the attached Excel document, to provide the Committee information on how the agency spent its funding in 2015-16

2016-17 Strategic Plan, Programs, Employee Allocation and Budgeting

20. Please complete the 2016-17 Customers & Potential Impacts Chart, which is a tab in the attached Excel document. If the agency's General Appropriation Act Programs - Daily Operations subprograms; services/products provided; and customer segments are the same as in 2015-16, the agency can simply type on the first line, "Same as 2015-16 Customers & Potential Impacts Chart."

21. Please review the 2016-17 Public Benefit and Responsibility Chart, which is a tab in the attached Excel document. If the agency's strategic plan and employees responsible are the same as in 2015-16, the agency can simply type on the first line, "Same as 2015-16 Public Benefit and Responsibility Chart."

22. Please complete the 2016-17 Employee Allocation by General Appropriation Act Program Chart, which is a tab in the attached Excel document

23. Please complete the 2016-17 Programs and Objectives Chart, which is a tab in the attached Excel document.

24. Please complete the 2016-17 Employee Allocation by Objective Chart, which is a tab in the attached Excel document. If the agency's strategic plan and employee allocation are the same as in 2015-16, the agency can simply type on the first line, "Same as 2015-16 Employee Allocation by Objective Chart."

25. Please complete the 2016-17 Strategic Budgeting Chart, which is a tab in the attached Excel document, to provide the Committee information on how the agency plans to utilize the funds it is receiving in 2016-17, including any additional funds it plans on applying for during the year such as federal grants.

Program Structure

26. Please provide the following information regarding the agency's program structure in the General Appropriations Act.
    a. Does the agency have the ability to request a restructuring or realignment of its General Appropriations Act programs? (Y/N)

    b. In what year did the agency last request a restructuring or realignment of its General Appropriations Act programs? (see example of what is meant by General Appropriations Act programs to the right)

       II. . Programs and Services
       A. Water Quality Management
       2. Water Management

    c. What was requested and why?

    d. Was the request granted? (Y/N) If no, who denied the request and why was it denied?

    e. Would an individual be able to clearly see how much the agency is spending toward each of the goals in its Strategic Plan by looking at the hierarchy of agency General Appropriation Act programs? (Y/N)

    f. Could the agency make a request to the Executive Budget Office, Senate Finance Committee, and House Ways and Means Committee to realign or restructure its General Appropriations Act programs so that the agency's goals from its strategic plan were the highest level of its General Appropriations Act programs in the hierarchy? (Y/N)

Performance Measures

27. Please complete the Performance Measures Chart, which is a tab in the attached Excel document.

28. After completing the Performance Measure Chart, please provide the following: Graphs/Charts which shows trends over the last five years for at least three performance measures (separate graph/chart for each performance measure) the agency believes are vital to knowing whether the agency is successful, and:
    a. Three agency, government, non-profit, or for-profit entities the agency considers the best in the country in this process or similar process and why.
    b. If the agency did not use results from another entity as a performance benchmark, why not? What did the agency choose as the benchmark, and why?

Comparison to Others

29. Are there other agencies that have goals similar to those at this agency? If so, which agencies and which goals?

30. For each of the agency's goals that are similar to goals at other agencies,
    a. How are what the other agencies, and this agency, striving for the same goal?
    b. How are what the other agencies, and this agency, striving for different?
    c. Are there ways this agency and those other agencies could work together to accomplish the goals more efficiently?
    d. Are there ways this agency and those other agencies could work together to accomplish the goals more effectively?

Looking Ahead - Agency Ideas/Recommendations

31. Please list any ideas the agency has for internal changes at the agency that may improve efficiency and outcomes. These can be ideas that are still just ideas, things the agency is analyzing the feasibility of implementing, or things the agency already has plans for implementing. For each, include the following details:
    a. Stage of analysis;
    b. Objectives and Associated Performance measures impacted and predicted impact;
    c. Costs of the objectives that will be impacted and the anticipated impact;
    d. On which objective(s) the agency plans to utilize additional available funds if the change saves costs, or obtain funds if the change requires additional funds, and how the objective(s) receiving or releasing the funds will be impacted; and
    e. Anticipated implementation date.

32. After completing the Laws Chart (see Excel Charts in the next section). As the agency likely already has planned, please review the laws with executive management, as well as other employees, to determine ways agency operations may be less burdensome, or outcomes improved, from changes to any of the laws. Also, check if any of the laws are archaic or no longer match with current agency practices. Afterward, list any laws the agency would recommend the Committee further evaluate and possibly recommend revision or elimination of in the Committee's Oversight Report. For each one, include the information below. An example of the information to include and how to format the information is below and on the next page.
    a. Law;
    b. Summary of current statutory requirement and/or authority granted;

c. Recommendation and Rationale for recommendation;
d. Current law wording;
e. Instructions and proposed new Wording of law; and
f. Other agencies that would be impacted by revising or eliminating the law.

Reports and Reviews

33. Please provide a list of the reports and reviews the agency must submit to a state or federal entity and the month of the year each are due.

B. ADDITIONAL DOCUMENTS TO SUBMIT

Please submit the following additional documents in electronic format, saving them as instructed in the guidelines.

34. Please submit electronic copies of the following:
    a. Audits performed on the agency by external entities, other than Legislative Audit Council, State Inspector General, or State Auditor's Office, during the last 5 years;
    b. Audits performed by internal auditors at the agency during the last 10 years;
    c. Other reports, reviews or publications of the agency, during the last 10 years, including Fact Sheets, Reports required by provisos, Reports required by the Federal Government, etc.; and
    d. Organizational chart for the current year and as many years back as the agency has available.

    Note: The Oversight Committee will collect the following documents, so do not provide copies of these:
    a. Audits performed by the State Inspector General;
    b. Audits performed by the Legislative Audit Council;
    c. Audits or AUPs performed by the State Auditor's Office during the last 5 years; and
    d. Agency Accountability Reports.

35. Please submit a Word document that includes a glossary of terms, including, but not limited to, every acronym used by the agency.

C. FEEDBACK (OPTIONAL)

After completing the Program Evaluation, please provide feedback to the Committee by answering the following questions:

36. What other questions may provide the Committee and public information about the agency that will allow them to understand how the agency operates, budgets, and performs?

37. What is/are the best way(s), in the agency's opinion for the Committee to be able to compare the specific results the agency obtained with the money it spent? The Committee is asking how the agency could determine the amounts spent and the exact results obtained and be confident these numbers aligned

38. What changes to the report questions, format, etc. would the agency recommend?

39. What benefits does the agency see in the public having access to the information in the report?

40. What are two-three things the agency could do differently next time (or it could advise other agencies to do) to complete the report in less time and at a lower cost to the agency?

41. Please provide any other comments or suggestions the agency would like to provide.

Laws

Agency Responding	Department of Archives and History
Date of Submission	

INSTRUCTIONS: In this Chart, the agency will find all of the laws it listed as applicable to that agency in its Restructuring Report. Please do the following:
(a) If the agency grouped any laws together when completing the Restructuring Report, go back through and list each law individually (as the Annual Restructuring Report informed the agency it would have to do in this report);
(b) Make any revisions needed, including adding or removing laws or modifying the summary of each, to ensure the list is accurate as of the date the agency submits this report; and
(c) List which objective(s) in the Agency's strategic plan satisfies each law.

Please cite Law Number as follows:
State Constitution: Article *#* . *Title of Article* . Section *#* . *Title of Section* (Example - Article IV. Executive Department. Section 12. Disability of Governor)
State Statute: *## - ## - ##* . *Name of Provision* . (Example - 1-1-110. What officers constitute executive department.)
Federal Statute: *Title #* . U.S.C. *Section #* (*Any common name for the statute*)
State Regulation: *Chapter # - Section # (Any common name for the regulation)*
Federal Regulation: *Title #* C.F.R. *Section #* (*Any common name for the regulation*)
State Proviso: Proviso *## .#* (*Proviso Description*). 2015-16 (or whichever year is applicable) Appropriations Act Part 1B (Example - 117.9 (GP: Transfers of Appropriations). 2014-15 Appropriations Act. Part 1B.)

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	2015-16 Objective(s) which satisfy the law	2016-17 Objective(s) which satisfy the law
1	60-11-30	State	Statute	Statutorily required to preserve and administer public records in other states or counties dealing with South Carolina history; edit and publish documents relating to the history of South Carolina; stimulate the research and stude of South Carolina history; approve inscriptions for historical markers; and improve the standards for the making, care, and administration of public records.		
2	60-11-40 through 60-11-50	State	Statute	Establishes the Commission of Archives and History as the governing body of the agency and gives the Commission the power to elect its chairman and vice-chairman; make rules and regulations for the governance of the department; elect a director; appoint staff members; adopt a seal for departmental use; control expenditures; accept gifts; make annual reports to the General Assembly; and adopt policies.		
3	60-11-60	State	Statute	Establishes authority of the Director to manage and administer the department.		
4	60-11-70	State	Statute	Establishes SCDAH's authority to accept private records.		
5	60-11-80	State	Statute	Establishes SCDAH's authority to publish information regarding public records.		
6	60-11-100	State	Statute	Establishes authority of SCDAH to accept county and municipal funds to microfilm public records.		
7	60-11-120	State	Statute	Establishes authority of SCDAH to dispose of duplicative archival materials.		
8	30-1-40	State	Statute	Establishes a process whereby agencies convey public records to SCDAH.		
9	30-1-50	State	Statute	Establishes penalties for agenicies refusing to convey records to SCDAH.		
10	30-1-80	State	Statute	Requires SCDAH to establish and administer a public records program.		
11	30-1-90	State		Requires SCDAH to assist in the creation, filing, and preserving of records, inventories, and schedules.		
12	30-1-100	State	Statute	Outlines additional powers and duties of SCDAH relating to the public records of South Carolina.		

Laws

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	2015-16 Objective(s) which satisfy the law	2016-17 Objective(s) which satisfy the law
13	30-1-110	State	Statute	Gives SCDAH director authority to approve the destruction or disposition of the accessioned records of any agency that are determined to not be of archival value.		
14	30-1-120	State	Statute	Establishes the authority for SCDAH to inventory, repair, or microfilm records.		
15	54 U.S.C. § 302301	Federal	Statute	Establishes the State Historic Preservation Office and defines its authority.		
16	54 U.S.C. § 302501	Federal	Statute	Establishers the Certified Local Government program to be administered by the State Historic Preservation Office.		
17	54 U.S.C. § 302901 and 303101	Federal	Statute	Establishes guidelines for the Historic Preservation Fund and grant program.		

Agency's Daily Operations Programs (2015-16)

Agency Responding	Department of Archives and History
Date of Submission	

INSTRUCTIONS: In this Chart, the agency will find information in the second two columns which it provided in its Restructuring Report. Please do the following:
(a) Review the programs listed and make any additions or other modifications needed. Please, do not consider the General Appropriations Act programs. Instead think of what the agency considers programs in the agency's daily operations (this may not have been clear in the Restructuring Report). These may be divisions, departments, programs it is working on related to grants, etc.
(b) Regardless of whether the agency selected yes or no in the previous column, in the last column titled, "Other agencies whose mission the program may fit within," list other agencies whose mission the program may fall within based on the agency's knowledge of the program and reference to the list of all other agency missions, attached to these guidelines.

Fiscal Year (i.e. 2015-16; 2016-17; or both)	Daily Operations Program	Purpose of Program	Other agencies whose mission the program may fit within
	Administration	Division is responsible for all administrative functions of the agency including finance, human resources, facility management, information technology, security, and agency advancement.	
	Archives and Records Management	Division is responsible for preserving and making available historic public records and for helping state and local government agencies manage their records.	
	State Historic Preservation Office	The State Historic Preservation Office (SHPO), under the guidelines established by the National Preservation Act, encourages and facilitates the responsible stewardship of South Carolina's irreplaceable historic and prehistoric places.	

Employees Available

Agency Responding	Department of Archives and History
Date of Submission	

INSTRUCTIONS: This chart requests the number of authorized, filled and unfilled full time equivalent (FTE) positions at the agency by general fund, other fund and federal funds during each of the last five years. It also asks for the number of temporary non-FTE and temporary grant non-FTE positions during the same time period.

General Fund Full Time Equivalent Positions (FTEs)					
	2011-12	2012-13	2013-14	2014-15	2015-16
Figures below are as of...	*Insert date and year*	*Insert date and year*	*Insert date and year*	*Insert date and year*	*Insert date and year*
Authorized					
Filled					
Unfilled					

Other Fund FTEs					
	2011-12	2012-13	2013-14	2014-15	2015-16
Figures below are as of...	*Insert date and year*	*Insert date and year*	*Insert date and year*	*Insert date and year*	*Insert date and year*
Authorized					
Filled					
Unfilled					

Federal FTEs					
	2011-12	2012-13	2013-14	2014-15	2015-16
Figures below are as of...	*Insert date and year*	*Insert date and year*	*Insert date and year*	*Insert date and year*	*Insert date and year*
Authorized					
Filled					
Unfilled					

Total FTEs (General + Other + Federal Fund) & Non-FTEs					
	Unfilled FTEs	Filled FTEs	Temporary Non-FTEs	Temporary Grant Non-FTEs	Total
2011-12					
2012-13					
2013-14					
2014-15					
2015-16					

Customers and Potential Impacts (2015-16)

Agency Responding	Department of Archives and History
Date of Submission	

INSTRUCTIONS: In this Chart, please do the following:
(a) Take each General Appropriation Act Program and think of the agency daily operations that fit within it. Then group those daily operations programs (D.O. programs) however is best for the agency (i.e. by division, grants, etc.) to discuss each of the different services and/or products it provides. List each of those D.O. Programs, beside the General Appropriation Act Program it relates to, in the first column. The agency may need to insert additional rows between the existing General Appropriations Programs to include each of the D.O. Programs that relate to that General Appropriation Act Program
(b) In the second column, provide a brief description of each D.O. Program.
(c) In the column titled, "Service/Product provided," type the service or product the D.O. Program provides. If the D.O. Program provides multiple services or products, insert additional rows to ensure each service or product is listed on a different row. Be as specific as possible when listing the services and products provided because this information may be compared with the services and products provided by other agencies to determine if there is any duplication among agencies.
(d) In the column titled, "Customer Segment," select the applicable customer segment from the drop down menu. Insert additional rows as needed to ensure each customer segment who receives a particular service or product, is listed on a different row.
(e) In the column titled, "Specify for the following Segments," provide the additional information requested if the Customer Segment is (1) industry; (2) Professional Organization); or (3) General Public. The additional information provided about the "General Public" customer segments served may be utilized to help change the current "General Public" customer segment option into more specific and defined segments within the public.
(f) In the column titled, "Best potential impact if agency over performs," provide a brief description of the best potential impact on that customer segment if the agency performs better than it ever thought possible.
(g) In the column titled, "Most potential negative impact if the agency under performs," briefly describe what the agency considers the most potential negative impact to that customer segment that may occur as a result of the agency underperforming or performing at the worst level possible.
(h) In the column titled, "What is monitored to determine if outside help is needed," type what the agency monitors on a daily, weekly or monthly basis to ensure the agency performance is at the level needed.
(i) In the column titled, "Outside Help to Request," type the entities to whom the agency reaches out if the agency begins to see low performance;
(j) In the column titled, "Level Requires Inform G.A.," type the level at which the agency thinks the General Assembly should be put on notice;
(k) In the column titled, "1-3 G.A. Options," type one to three options for what the General Assembly could do to help resolve the issues before there is a potential crisis for each customer segment.

General Appropriation Act Program/Title - Daily Operations Programs	Description/Purpose of Daily Operations Program	Service/Product provided (list only one service or product per row, but insert as many rows as needed to ensure all services and products provided are listed)	Customer Segment (list the customer segment as many times as needed, but list only one per line)	*Specify for the following Segments:* (1) Industry : Name; (2) Professional Organization : Name (3) Public : Other characteristics of public segment who receives service or product (i.e. age range; income levels, etc.)	Best potential impact on the customer segment if the agency over performs	Most potential negative impact on the customer segment if the agency under performs	What is monitored to determine if outside help is needed	Outside Help to Request	Level Requires Inform G.A.	1-3 G.A. Options
Administration -										
Archives & Records Management -										
Historical Services -										
Employee Benefits -										

Public Benefit and Staff Responsibility (2015-16)

Agency Responding	Department of Archives and History
Date of Submission	

INSTRUCTIONS: In this Chart, the agency will find information it provided in its Restructuring Report for 2015-16. Please ensure all cells are completed and the goals, strategies, objectives, intended public benefits and staff responsible are accurate for 2015-16. Cells which were left blank in the Restructuring Report and need to completed are highlighted in yellow. Please highlight, in green, any cells where the agency provided information in the Restructuring Report, but there were changes in the plan or who was responsible after submission of the report. In another chart in this report the agency will provide information related to its 2016-17 Strategic Plan. As a reminder, the instructions for how the agency was to complete the chart are below:
1) 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).
2) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing each goal and objective.
3) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal and objective. The Responsible Person for a goal has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person for an objective has employees and possibly different teams of employees beneath him/her to help accomplish the objective. The Responsible Person for a goal is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives needed to accomplish the goal. The Responsible Person for an objective is the person who, in conjunction with his/her employees and approval from higher level superiors, sets the performance measure targets and heads the game plan for how to accomplish the objective for which he/she is responsible. Under the "Position" column, enter the Responsible Person's position/title at the agency. Under "Office Address" column, enter the address for the office from which the Responsible Person works. Under the "Department/Division" column, enter the department or division at the agency in which the Responsible Person works. Under the "Department/Division Summary" column, enter a brief summary (no more than 1-2 sentences) of what that department or division does in the agency.

Mission:	To preserve and promote the documentary and cultural heritage of the state through the state archives, historic preservation, and education	**Legal Basis:**	SC Code 60-11; 54 U.S.C. § 302301
Vision:	To be a leader in preserving and advocating on behalf of the state's documentary and cultural heritage and to serve as a model for the	**Legal Basis:**	SC Code 60-11; 54 U.S.C. § 302301

Strategic Plan Part and Description (2015-16)	Intended Public Benefit/Outcome: (Ex. Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome	Responsible Employee Name:	How long as staff member been responsible for the goal or objective: (i.e. more or less than 3 years)	Position:	Office Address:	Department or Division:	Department or Division Summary:
Goal 1 - To promote and encourage understanding, appreciation, and preservation of the state's history and heritage in 2015/16	The public benefit/intended outcome of this goal is to enhance public knowledge of the state's rich past, which helps facilitate the development of goal of developing an informed and participatory citizenry.	W. Eric Emerson	Less than 3 years	Director and SHPO	8301 Parklane Road, Columbia, SC 29223	Administration	Division is responsible for all administrative functions of the agency including finance, human resources, facility management, information technology, security, and agency advancement.
Strategy 1.1 - Offer appropriate educational programs and products for different audiences in 2015/16							
Objective 1.1.1 - Offer ten records management workshops annually for state and local government agencies in 2015/16	The public will benefit through the more efficient and cost effective operation of state government, by administrators understanding how to effectively manage the voluminous records produced by government.	Richard Harris	Less than 3 years	Manager, Records Management	8301 Parklane Road, Columbia, SC 29223	Archives and Records Management	Division is responsible for preserving and making available historic public records and for helping state and local government agencies manage their records.
Objective 1.1.2 - Complete the distribution of the recently revised " A Teacher's Guide to African American Historic Places in South Carolina" to state schools in 2015/16	The public benefit is that all South Carolina children will have the opportunity to learn of the valuable contributions of African Americans to the state's rich history.	Elizabeth Johnson	Less than 3 years	Deputy State Historic Preservation Officer	8301 Parklane Road, Columbia, SC 29223	State Historic Preservation Office	The State Historic Preservation Office encourages and facilitates the responsible stewardship of preservation of South Carolina's irreplaceable historic and prehistoric places.
Strategy 1.2 - Continue both internal and external collaboration							
Objective 1.2.1 - Establish divisional bi-monthly meetings to ensure divisional collaboration	The public benefit is derived through the more effective operation of a state agency.	W. Eric Emerson	Less than 3 years	Director and SHPO	8301 Parklane Road, Columbia, SC 29223	Administration	Division is responsible for all administrative functions of the agency including finance, human resources, facility management, information technology, security, and agency advancement.
Objective 1.2.2 - In 2015/16 continue collaboration with the Confederate Relic Room, South Caroliniana Library, USC Press to sponsor and organize agency symposia	Public benefit includes increased education regarding the state's past while sharing resources for that purpose	W. Eric Emerson	Less than 3 years	Director and SHPO	8301 Parklane Road, Columbia, SC 29223	Administration	Division is responsible for all administrative functions of the agency including finance, human resources, facility management, information technology, security, and agency advancement.
Strategy 1.3 - Encourage and facilitate staff involvement in historical and professional organizations							
Objective 1.3.1 - Increase total staff membership in national historical and professional organizations by 15 percent in 2015/16	The public benefit/intended outcome of this goal is to enhance staff professionalism and performance.	Steve Tuttle	Less than 3 years	Deputy Director for Archives and Records Management	8301 Parklane Road, Columbia, SC 29223	Archives and Records Management	Division is responsible for preserving and making available historic public records and for helping state and local government agencies manage their records.
Objective 1.3.2 - Increase the total number of outside presentations given by staff by 10 percent in 2015/16	The public benefit/intended outcome of this goal is to expand staff outreach to the public, thus expanding agency outreach.	Steve Tuttle	Less than 3 years	Deputy Director for Archives and Records Management	8301 Parklane Road, Columbia, SC 29223	Archives and Records Management	Division is responsible for preserving and making available historic public records and for helping state and local government agencies manage their records.
Goal 2 - To increase awareness, understanding, and use of the programs of SCDAH in 2015/16	The public benefit/intended outcome of this goal is to make the public aware of the myriad programs and services offered by the agency for the public benefit.	W. Eric Emerson	Less than 3 years	Director and SHPO	8301 Parklane Road, Columbia, SC 29223	Administration	Division is responsible for all administrative functions of the agency including finance, human resources, facility management, information technology, security, and agency advancement.
Strategy 2.1 - Explore new ways to use technology							
Objective 2.1.1 - Conduct media campaign to notify potential customers and stakeholders of the agency's installation of Preservica and creation of the Electronic Records Archive in 2015/16	The public benefit/intended outcome of this goal is to inform the public of new and expanded public access to the agency's collections, which will increase user convenience and decrease user costs.	Grace Salter	Less than 3 years	Agency Advancement Coordinator	Agency Advancement Coordinator	Agency Advancement Coordinator	Division is responsible for all administrative functions of the agency including finance, human resources, facility management, information technology, security, and agency advancement.
Objective 2.1.2 - Enhance use of diagnostic tools to maximize the agency's use of Social Media in 2015/16	The public benefit/intended outcome of this goal is to provide the agency with the information necessary to enhance its ability to reach the most customers through the use of social media.	Grace Salter	Less than 3 years	Agency Advancement Coordinator	Agency Advancement Coordinator	Agency Advancement Coordinator	Division is responsible for all administrative functions of the agency including finance, human resources, facility management, information technology, security, and agency advancement.
Goal 3 - To assess mission-essential needs for SCDAH and identify and secure new sources of generated funds to support its mission in 2015/16	The public benefit/intended outcome of this goal is to increase public access to government records for the purpose of making government accountable to the people, while providing for historical research by the public.	W. Eric Emerson	Less than 3 years	Director and SHPO	8301 Parklane Road, Columbia, SC 29223	Administration	Division is responsible for all administrative functions of the agency including finance, human resources, facility management, information technology, security, and agency advancement.
Strategy 3.1 - Establish new marketing strategies for services and products							
Objective 3.1.1 - Conduct an internal assessment of the agency's Preservation Conference and Civil War Symposium to improve event marketing in 2015/16	The public benefit/intended outcome of this goal is to enhance public knowledge of the educational symposia being organized and held at SCDAH.	W. Eric Emerson	Less than 3 years	Director and SHPO	8301 Parklane Road, Columbia, SC 29223	Administration	Division is responsible for all administrative functions of the agency including finance, human resources, facility management, information technology, security, and agency advancement.
Objective 3.1.2 - Develop an annual assessment of Gift Shop sales to evaluate the marketability of goods sold in 2015/16	The public benefit/intended outcome of this goal is to assist the agency with generating revenue through its gift shop operations, thus diminishing the amount of state funds that would be necessary to fund the agency.	Brenda House	Less than 3 years	Deputy Dir. for Admin.	8301 Parklane Road, Columbia, SC 29223	Administration	Division is responsible for all administrative functions of the agency including finance, human resources, facility management, information technology, security, and agency advancement.
Objective 3.1.3 - Reassess SCDAH's marketing of rental facilities to discern trends in 2015/16	The public benefit/intended outcome of this goal is to assist the agency with generating increased revenue through its rental facilities, thus diminishing the amount of state funds that would be necessary to fund the agency.	Brenda House	Less than 3 years	Deputy Dir. for Admin.	8301 Parklane Road, Columbia, SC 29223	Administration	Division is responsible for all administrative functions of the agency including finance, human resources, facility management, information technology, security, and agency advancement.
Strategy 3.2 - Evaluate the impact of revenue generating activities on agency programs and make necessary adjustments to ensure those activities do not adversely impact the agency's mission							
Objective 3.2.1 - Develop a plan for ensuring that historical preservation and access issues are considered when evaluating other revenue sources for 2015/16	The public benefit/intended outcome of this goal is to ensure that the agency's revenue-generating activities do not conflict with its mission or service to the public.	W. Eric Emerson	Less than 3 years	Director and SHPO	8301 Parklane Road, Columbia, SC 29223	Administration	Division is responsible for all administrative functions of the agency including finance, human resources, facility management, information technology, security, and agency advancement.
Strategy 3.3 - Expand the archival storage capacity of the Archives and Records Center							
Objective 3.3.1 - Complete the installation of moveable shelving in the final section of the first stack at the Archives in 2015/16	The public benefit/intended outcome of this goal is to improve public access to government records by providing more shelving, which will help the agency store more government records in climate-controlled conditions.	Patrick McCawley	Less than 3 years	Archival Supervisor	8301 Parklane Road, Columbia, SC 29223	Archives and Records Management	Division is responsible for preserving and making available historic public records and for helping state and local government agencies manage their records.

Public Benefit and Staff Responsibility (2015-16)

Strategic Plan Part and Description (2015-16)	Intended Public Benefit/Outcome: (Ex. Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome	Responsible Employee Name:	How long as staff member been responsible for the goal or objective: (i.e. more or less than 3 years)	Position:	Office Address:	Department or Division:	Department or Division Summary:
Objective 3.3.2 - Request funds for the expansion of the agency's digital storage capacity by 50 percent in 2015/16	The public benefit/intended outcome of this goal is to ensure that the agency has sufficient digital storage capacity to house the online records that the public demand.	W. Eric Emerson	Less than 3 years	Director and SHPO	8301 Parklane Road, Columbia, SC 29223	Administration	Division is responsible for all administrative functions of the agency including finance, human resources, facility management, information technology, security, and agency advancement.
Strategy 3.4 - Expand agency internships and volunteer program to enhance staff resources							
Objective 3.4.1 - Increase the number of agency volunteers by 20 percent in 2015/16 to assist the agency with special projects	The public benefit/intended outcome of this goal is to increase agency mission effectiveness without additional public expense through increased budgeting for personnel.	Patrick McCawley	Less than 3 years	Archival Supervisor	8301 Parklane Road, Columbia, SC 29223	Archives and Records Management	Division is responsible for preserving and making available historic public records and for helping state and local government agencies manage their records.
Objective 3.4.2 - Triple the number of agency interns in 2015/16	The public benefit/intended outcome of this goal is to increase agency mission effectiveness without additional public expense through increased budgeting for personnel.	Patrick McCawley	Less than 3 years	Archival Supervisor	8301 Parklane Road, Columbia, SC 29223	Archives and Records Management	Division is responsible for preserving and making available historic public records and for helping state and local government agencies manage their records.
Strategy 3.5 - Maximize the use of agency human resources							
Objective 3.5.1 -Fill 50 percent of the agency's unfilled authorized positions in 2015/16	The public benefit/intended outcome of this goal is to maximize the agency's effectiveness in serving the public by filling staff positions authorized by state government.	W. Eric Emerson	Less than 3 years	Director and SHPO	8301 Parklane Road, Columbia, SC 29223	Administration	Division is responsible for all administrative functions of the agency including finance, human resources, facility management, information technology, security, and agency advancement.
Goal 4 - Increase and enhance preservation of, and access to South Carolina state and local government records in 2015/16	The public benefit/intended outcome of this goal is to enhance public access to government records, thereby making government more accountable while providing citizens with historical information that serves their interests.	W. Eric Emerson	Less than 3 years	Director and SHPO	8301 Parklane Road, Columbia, SC 29223	Administration	Division is responsible for all administrative functions of the agency including finance, human resources, facility management, information technology, security, and agency advancement.
Strategy 4.1 - Digitize historically significant state and local government historical records							
Objective 4.1.1 - Increase the number of files added to the agency online record index by five percent in 2015/16	The public benefit/intended outcome of this goal is to increase the number of public records available online, thus adding to customer convenience for the user.	Bryan Collars	Less than 3 years	Digital Archives Archivist	8301 Parklane Road, Columbia, SC 29223	Archives and Records Management	Division is responsible for preserving and making available historic public records and for helping state and local government agencies manage their records.
Objective 4.1.2 - Ingest and make available county council records for 23 counties through the Electronic Records Archives in 2015/16	The public benefit/intended outcome of this goal is to increase the number of public records available online, thus adding to customer convenience for the user.	Bryan Collars	Less than 3 years	Digital Archives Archivist	8301 Parklane Road, Columbia, SC 29223	Archives and Records Management	Division is responsible for preserving and making available historic public records and for helping state and local government agencies manage their records.
Strategy 4.2 - Enhance the Agency's records program visibility and accountability							
Objective 4.2.1 - Intensify the agency's Social Media presence by increasing all postings by 25 percent in 2015/16	The public benefit/intended outcome of this goal is to increase public understanding and knowledge of the agency's various programs and services.	Grace Salter	Less than 3 years	Agency Advancement Coordinator	8301 Parklane Road, Columbia, SC 29223	Administration	Division is responsible for all administrative functions of the agency including finance, human resources, facility management, information technology, security, and agency advancement.
Objective 4.2.2 - Revive the State Historic Records Advisory Board through appointments by the Governor in 2015/16	The public benefit/intended outcome of this goal is to increase public understanding of the value of preserving historic records through the work of board members and the organizations that they serve.	Richard Harris	Less than 3 years	Records Management Manager	8301 Parklane Road, Columbia, SC 29223	Archives and Records Management	Division is responsible for preserving and making available historic public records and for helping state and local government agencies manage their records.
Strategy 4.3 - Increase accessibility to the Archives' records through arrangement, description, conservation, digitization and online access							
Objective 4.3.1 - Complete installation of Preservica and make accessible 400 GBs of data through the South Carolina Electronic Records Archive (SCERA) in 2015/16	The public benefit/intended outcome of this goal is to enhance public access to public records through use of the agency's South Carolina Electronic Records Archive (SCERA).	Bryan Collars	Less than 3 years	Digital Records Archivist	8301 Parklane Road, Columbia, SC 29223	Archives and Records Management	Division is responsible for preserving and making available historic public records and for helping state and local government agencies manage their records.
Objective 4.3.2 - Complete the first phase (25,000 survey records) of the Historic Properties Database in 2015/16	The public benefit/intended outcome of this goal is to enhance public access to State Historic Preservation records through use of the Historic Records Properties Database.	Elizabeth Johnson	Less than 3 years	Deputy State Historic Preservation Officer	8301 Parklane Road, Columbia, SC 29223	State Historic Preservation Office	The State Historic Preservation Office encourages and facilitates the responsible stewardship of preservation of South Carolina's irreplaceable historic and prehistoric places.

Employee Allocation by General Appropriation Act Program (2015-16)

Agency Responding	Department of Archives and History
Date of Submission	

Disclaimer: The Committee understands the number of employee equivalents are estimates from the agency. The information is acceptable as long as the agency has a logical basis, which it can explain, as to how it reached the numbers it provided.

INSTRUCTIONS: In this Chart, please do the following:
(a) Consider the total number of FTE and non-FTE positions at the agency in 2015-16, which will auto-fill from the Employees Available Chart.
(b) Then, in the column titled, "Number of physical employees working on the budget program in 2015-16," list the number of physical employees working on each budget program. These employees may spend 100%, 50% or even 10% of their time working toward accomplishing the program.
(c) In the column titled, "Number of employee equivalents associated with the budget program in 2015-16," list the total number of employee equivalents working on the program in 2015-16. The agency may calculate the figure utilizing the method outlined in the Instructions and Examples for the Program Evaluation Report document

General Appropriation Act Program (2015-16)	Number of physical employees working on the program in 2015-16	Number of employee equivalents working on the program in 2015-16
Number of FTEs Available	0	
Number of Temporary Non-FTEs Available	0	
Number of Temporary Grant Non-FTEs Available	0	
Total Number of Employees Available	0	
Administration		
Archives & Records Management		
Historical Services		
Employee Benefits		

Programs and Objectives (2015-16)

Agency Responding	Department of Archives and History
Date of Submission	

Disclaimer: The Committee understands amount the agency spent per objective and amount of employee equivalents that are associated with costs of each program are estimates from the agency. The information is acceptable as long as the agency has a logical basis, which it can explain, as to how it reached the numbers it provided.

INSTRUCTIONS: In this Chart, please do the following:
(a) In the first two columns, the agency can copy and paste the information from the Accountability Report, "Major Programs," chart.
(b) In the column titled, "Money Spent on Program in 2015-16," list the amount of money the agency spent on the program in 2015-16.
(c) In the column titled, "Number of employee equivalents associated with the budget program in 2015-16," list the total number of employee equivalents working on the program in 2015-16 from the Employee Allocation by Budget Program Chart.
(d) In the column titled, "Objective the Program Helps Accomplish," list each objective the program helps the agency accomplish. Please list only objective per row. This may require inserting additional rows between programs.
(e) In the column titled, "Approx. amount of money spent on objective that is associated with costs from program," consider the total amount actually spent on the program and what portion of that amount was related to each objective. If the agency adds up the amounts for each associated objective, it should equal the total amount spent on the program.
(f) In the column titled, "Approx. amount of employee equivalents utilized on objective that are associated with the program," consider the total amount of employee equivalents utilized on the program and what portion of that time was related to each objective. If the agency adds up the amounts for each associated objective, it should equal the total number of employee equivalents utilized on the program.

General Appropriation Act Programs (2015-16)	Description of Program	Money Spent on Program in 2015-16	Number of employee equivalents associated with this Program in 2015-16	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.	Approx. amount of money spent on each objective in 2015-16 that is associated with costs from this program (if you add up the amounts for each objective it should equal the total amount spent on the program)	Approx. amount of employee equivalents in 2015-16 utilized on each objective that are associated with this program (if you add up the amounts for each objective it should equal the total amount employee equivalents for the program)
Administration	Includes the Director's Office, Budget and Finance, Personnel, Building Services, and Information Technology. The areas provide support services for all the activity componets of the agency.					
Archives & Records Management	Preserves and provides access to SC's permanently valuable colonial, state, and local government records, 1671-2000. Micrographics provides microfilm services to the department, other public entities, and businesses.					
Historical Services	The program provides leadership, technical and financial assistance to individuals, organizations, local governments and state and federal agencies.					
Employee Benefits	State Employer Contributions					

Employee Allocation by Objective (2015-16)

Agency Responding	Department of Archives and History
Date of Submission	

Disclaimer: The Committee understands the number of employee equivalents are estimates from the agency. The information is acceptable as long as the agency has a logical basis, which it can explain, as to how it reached the numbers it provided.

INSTRUCTIONS: In this Chart, please do the following:
(a) Review the agency's strategic plan, which is provided in the chart based on the information from the agency's Restructuring Report.
(b) In the column titled, "Number of employee equivalents working on the goal or objective in 2015-16," list the number of employees working toward each objective, by totaling the amounts from the Employee Allocation by Budget Program Chart.
(c) The total number of employees working toward each goal should automatically sum based on the numbers you enter for the number of employees per objective.

Strategic Plan Part and Description (2015-16) *(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)*	Number of physical employees working on the goal or objective in 2015-16	Number of employee equivalents working the goal or objective in 2015-16
Number of FTEs Available	0	
Number of Temporary Non-FTEs Available	0	
Number of Temporary Grant Non-FTEs Available	0	
Total Number of Employees Available	0	
Goal 1 - To promote and encourage understanding, appreciation, and preservation of the state's history and heritage in 2015/16	0	0
Strategy 1.1 - Offer appropriate educational programs and products for different audiences in 2015/16	*0*	*0*
Objective 1.1.1 - Offer ten records management workshops annually for state and local government agencies in 2015/16		
Objective 1.1.2 - Complete the distribution of the recently revised " A Teacher's Guide to African American Historic Places in South Carolina" to state schools in 2015/16		
Strategy 1.2 - Continue both internal and external collaboration	*0*	*0*
Objective 1.2.1 - Establish divisional bi-monthly meetings to ensure divisional collaboration		
Objective 1.2.2 - In 2015/16 continue collaboration with the Confederate Relic Room, South Caroliniana Library, USC Press to sponsor and organize agency symposia		
Strategy 1.3 - Encourage and facilitate staff involvement in historical and professional organizations	*0*	*0*
Objective 1.3.1 - Increase total staff membership in national historical and professional organizations by 15 percent in 2015/16		
Objective 1.3.2 - Increase the total number of outside presentations given by staff by 10 percent in 2015/16		
Goal 2 - To increase awareness, understanding, and use of the programs of SCDAH in 2015/16		
Strategy 2.1 - Explore new ways to use technology	*0*	*0*
Objective 2.1.1 - Conduct media campaign to notify potential customers and stakeholders of the agency's installation of Preservica and creation of the Electronic Records Archive in 2015/16		
Objective 2.1.2 - Enhance use of diagnostic tools to maximize the agency's use of Social Media in 2015/16		
Goal 3 - To assess mission-essential needs for SCDAH and identify and secure new sources of generated funds to support its mission in 2015/16	0	0

Employee Allocation by Objective (2015-16)

Strategic Plan Part and Description (2015-16) *(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)*	Number of physical employees working on the goal or objective in 2015-16	Number of employee equivalents working the goal or objective in 2015-16
Strategy 3.1 - Establish new marketing strategies for services and products	*0*	*0*
Objective 3.1.1 - Conduct an internal assessment of the agency's Preservation Conference and Civil War Symposium to improve event marketing in 2015/16		
Objective 3.1.2 - Develop an annual assessment of Gift Shop sales to evaluate the marketability of goods sold in 2015/16		
Objective 3.1.3 - Reassess SCDAH's marketing of rental facilities to discern trends in 2015/16		
Strategy 3.2 - Evaluate the impact of revenue generating activities on agency programs and make necessary adjustments to ensure those activities do not adversely impact the agency's mission	*0*	*0*
Objective 3.2.1 - Develop a plan for ensuring that historical preservation and access issues are considered when evaluating other revenue sources for 2015/16		
Strategy 3.3 - Expand the archival storage capacity of the Archives and Records Center	*0*	*0*
Objective 3.3.1 - Complete the installation of moveable shelving in the final section of the first stack at the Archives in 2015/16		
Objective 3.3.2 - Request funds for the expansion of the agency's digital storage capacity by 50 percent in 2015/16		
Strategy 3.4 - Expand agency internships and volunteer program to enhance staff resources	*0*	*0*
Objective 3.4.1 - Increase the number of agency volunteers by 20 percent in 2015/16 to assist the agency with special projects		
Objective 3.4.2 - Triple the number of agency interns in 2015/16		
Strategy 3.5 - Maximize the use of agency human resources	*0*	*0*
Objective 3.5.1 -Fill 50 percent of the agency's unfilled authorized positions in 2015/16		
Goal 4 - Increase and enhance preservation of, and access to South Carolina state and local government records in 2015/16	0	0
Strategy 4.1 - Digitize historically significant state and local government historical records	*0*	*0*
Objective 4.1.1 - Increase the number of files added to the agency online record index by five percent in 2015/16		
Objective 4.1.2 - Ingest and make available county council records for 23 counties through the Electronic Records Archives in 2015/16		
Strategy 4.2 - Enhance the Agency's records program visibility and accountability	*0*	*0*
Objective 4.2.1 - Intensify the agency's Social Media presence by increasing all postings by 25 percent in 2015/16		
Objective 4.2.2 - Revive the State Historic Records Advisory Board through appointments by the Governor in 2015/16		
Strategy 4.3 - Increase accessibility to the Archives' records through arrangement, description, conservation, digitization and online access	*0*	*0*
Objective 4.3.1 - Complete installation of Preservica and make accessible 400 GBs of data through the South Carolina Electronic Records Archive (SCERA) in 2015/16		
Objective 4.3.2 - Complete the first phase (25,000 survey records) of the Historic Properties Database in 2015/16		

Strategic Spending (2015-16)

Agency Responding	Department of Archives and History
Date of Submission	

Disclaimer: The Committee understands amount the agency budgeted and spent per goal and objective are estimates from the agency. The information is acceptable as long as the agency has a logical basis, which it ca explain, as to how it reached the numbers it provided.

INSTRUCTIONS:
Below you will find information the agency submitted in its 2016 Restructuring Report. Please update this information to reflect the information requested as of the end of fiscal year 2015-16.

Part A: Funds Available this past Fiscal Year (2015-16)

(a) 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 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 had available to spend and where the agency spent the funds.

Part B: Funds Spent this past Fiscal Year (2015-16)

(a) The agency's objectives and unrelated purposes are listed based on the information the agency provided in the Restructuring Report. The agency will see there are new rows between "objectives" and "unrelated purposes." These new rows are intended to allow the agency to list money it spent this year that was for previously committed multiple year projects. The intent of these new rows is to separate what the agency spent toward its current objectives and what it spent toward objectives and projects from previous years, which took multiple years to pay off.
(b) Please add any information needed in the new rows (i.e., "Money previously committed for multiple years") and make any revisions necessary to ensure all unrelated purposes are listed. As a reminder, an "unrelate 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.).
(c) Finally, review and revise the amounts spent from each funding source on the agency objectives, money previously committed for multiple years and unrelated purposes so it reflects how much the agency actually spent on each and fill in the information requested in the remaining rows. Remember, in each row, you need to provide the total of all the values from the different funding sources for that row.

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

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals	Administration	Administration	Archives & Records Management	Archives & Records Management	Historical Services	Historical Services	Historical Services	Employee Benefits	Employee Benefits	Employee Benefits	Special Items	Special Items
State, other or federal funding?	n/a	State	Other	State	Other	State	Other	Federal	State	Other	Federal	State	State
Recurring or one-time?	n/a	Recurring	Recurring	Recurring	Recurring	Recurring	Recurring	Recurring	Recurring	Recurring	Recurring	Recurring	One-time
$ From Last Year Available to Spend this Year													
Amount available at end of previous fiscal year			$88,105	$254,201	$401,136		$185,574.54	$249,690.00		$39,583.48	$24,780.74		$10,865.79
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	$265,066			$254,201									$10,865.79
If the amounts in the two rows above are not the same, explain why :	n/a		Did not meet authorized spending authority	10% Carry forward	Did not meet authorized spending authority		Did not meet authorized spending	Federal Fiscal year overlap		Did not meet authorized	Did not meet authorized		Remainder of Digital Access & Storage
$ Received this Year													
Amount budgeted to receive in this fiscal year:	$6,706,674	$876,780	$212,910	$937,353	$574,100	$36,000	$373,167	$745,328	$676,885	$133,981	$144,255	$25,000	$1,970,915
Amount actually received this fiscal year:													
If the amounts in the two rows above are not the same, explain why :	n/a												
Total Actually Available this Year													
Total amount 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):	$265,066	$0	$0	$254,201	$0	$0	$0	$0	$0	$0	$0	$0	$10,866

Additional Explanations regarding Part A:	*Insert any additional explanations the agency would like to provide related to the information it provided above.*

Strategic Spending (2015-16)

PART B - Funds Spent this past Fiscal Year (2015-16)

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals	Administration	Administration	Archives & Records Management	Archives & Records Management	Historical Services	Historical Services	Historical Services	Employee Benefits	Employee Benefits	Employee Benefits	Special Items	Special Items
State, other or federal funding?	n/a	State	Other	State	Other	State	Other	Federal	State	Other	Federal	State	State
Recurring or one-time?	n/a	Recurring	Recurring	Recurring	Recurring	Recurring	Recurring	Recurring	Recurring	Recurring	Recurring	Recurring	One-time
What are the external restrictions (from state or federal government, grant issuer, etc.), if any, on how the agency was able to spend the funds from this source:	n/a												
Were expenditure of funds tracked through SCEIS?(if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Total amount available to spend	$265,066	$0	$0	$254,201	$0	$0	$0	$0	$0	$0	$0	$0	$10,866
Where Agency Spent Money - Current Objectives													
Objective 1.1.1 - Offer ten records management workshops annually for state and local government agencies in 2015/16	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 1.1.2 - Complete the distribution of the recently revised " A Teacher's Guide to African American Historic Places in South Carolina" to state schools in 2015/16	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 1.2.1 - Establish divisional bi-monthly meetings to ensure divisional collaboration	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 1.2.2 - In 2015/16 continue collaboration with the Confederate Relic Room, South Caroliniana Library, USC Press to sponsor and organize agency symposia	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 1.3.1 - Increase total staff membership in national historical and professional organizations by 15 percent in 2015/16	$5,000	$0	$0	$0	$0	$0	$5,000.00	$0	$0	$0	$0	$0	$0
Objective 1.3.2 - Increase the total number of outside presentations given by staff by 10 percent in 2015/16	$1,000	$0	$0	$1,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 2.1.1 - Conduct media campaign to notify potential customers and stakeholders of the agency's installation of Preservica and creation of the Electronic Records Archive in 2015/16	$2,000	$0	$0	$2,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 2.1.2 - Enhance use of diagnostic tools to maximize the agency's use of Social Media in 2015/16	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 3.1.1 - Conduct an internal assessment of the agency's Preservation Conference and Civil War Symposium to improve event marketing in 2015/16	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 3.1.2 - Develop an annual assessment of Gift Shop sales to evaluate the marketability of goods sold in 2015/16	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 3.1.3 - Reassess SCDAH's marketing of rental facilities to discern trends in 2015/16	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 3.2.1 - Develop a plan for ensuring that historical preservation and access issues are considered when evaluating other revenue sources for 2015/16	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Strategic Spending (2015-16)

Objective 3.3.1 - Complete the installation of moveable shelving in the final section of the first stack at the Archives in 2015/16	$245,922	$0	$0	$245,922	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 3.3.2 - Request funds for the expansion of the agency's digital storage capacity by 50 percent in 2015/16	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 3.4.1 - Increase the number of agency volunteers by 20 percent in 2015/16 to assist the agency with special projects	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 3.4.2 - Triple the number of agency interns in 2015/16	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 3.5.1 -Fill 50 percent of the agency's unfilled, authorized positions in 2015/16	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 4.1.1 - Increase the number of files added to the agency online record index by five percent in 2015/16	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 4.1.2 - Ingest and make available county council records for 23 counties through the Electronic Records Archives in 2015/16.	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 4.2.1 - Intensify the agency's Social Media presence by increasing all postings by 25 percent in 2015/16	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 4.2.2 - Revive the State Historic Records Advisory Board through appointments by the Governor in 2015/16	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 4.3.1 - Complete installation of Preservica and make accessible 400 GBs of data through the South Carolina Electronic Records Archive (SCERA) in 2015/16	$100,000	$0	$0	$100,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Objective 4.3.2 - Complete the first phase (25,000 survey records) of the Historic Properties Database in 2015/16	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Spent on Current Objectives:	$353,922	$0	$0	$348,922	$0	$0	$5,000	$0	$0	$0	$0	$0	$0
Where Agency Spent Money - Money previously committed for multiple years													
Example - Continental Tire Recruitment Grant (agreement requires State pay income taxes for the company until 2020)													
Insert any additional money previously committed													
Total Spent on previous multiple year commitments													
Where Agency Spent Money - Unrelated Purpose (pass through or other purpose unrelated to agency's strategic plan)													
Unrelated Purpose #1 - Provides support for all components of the agency including Director's Office, Budget and Finance, Personnel, Building Services and Information Technology.	$1,089,690	$876,780	$212,910	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Unrelated Purpose #2 - Preserves and provides access to SC's permanently valuable colonial, state and local government records, 1671-2000. Micrographics provides microfilm services to the department, other public entities and businesses.	$1,416,732	$0	$0	$842,632	$574,100	$0	$0	$0	$0	$0	$0	$0	$0
Unrelated Purpose #3 - Provides leadership, technical, and financial assistance to individuals, organizations, local governments, state and federal agencies.	$1,149,495	$0	$0	$0	$0	$36,000	$368,167	$745,328	$0	$0	$0	$0	$0
Unrelated Purpose #4 - State Employer Contributions	$955,121	$0	$0	$0	$0	$0	$0	$0	$676,885	$133,981	$144,255	$0	$0

Strategic Spending (2015-16)

Unrelated Purpose #5 - All special items supported by the State.	$2,006,781	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$25,000	$1,981,781
insert any additional unrelated purposes	$2,006,781												
Total Spent on Unrelated Purposes:	$6,617,818	$876,780	$212,910	$842,632	$574,100	$36,000	$368,167	$745,328	$676,885	$133,981	$144,255	$25,000	$1,981,781
Total Spent													
Amount Remaining													
Funds budgeted for use in subsequent years (i.e. when grant or other money received all at once, but intended to be spent over multiple years)													
Example - WIOA 3 year funds budgeted for use in next two fiscal years													
Total Funds budgeted for use in subsequent years													
Cash Balance Remaining, minus funds budgeted for use in subsequent years													

Additional Explanations regarding Part B:	*Insert any additional explanations the agency would like to provide related to the information it provided above.*

Performance Measures

Agency Responding	Department of Archives and History
Date of Submission	

INSTRUCTIONS: In this Chart, please do the following:
(a) Notice there are three blank template charts. One for Program Measure #1, Program Measure #2, and Program Measure #3. Count the total number of performance measures the agency utilizes. Then, copy and paste the blank templates as many times as needed so the agency has a blank one for each agency performance measure. Finally, fill in the blanks for each performance measure.
(b) In the column titled, “Performance Measure,” enter the performance measure just like the agency did in the Accountability report.
(c) In the column titled, "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 at the top of the chart).
(d) In the column titled, “Related to the following at the agency,” select which of the following the performance measures most relates to, which are included in a drop down menu.
i. 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?))
ii. 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?))
iii. 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))
iv. Operational efficiency and work system 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)
(e) In the column titled, "Agency selected; Required by State; or Required by Federal," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
(f) In the next set of columns 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. 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.”
(g) Note: Benchmarks are goals to aim for. Agencies choose benchmarks based on standards within their industry. For instance, the agency might look to peak performers in their industry and set their targets so that the agency can work to incrementally reach those peak performers. In the Column labeled, “Benchmark,” list the peak performers or other data the agency referenced when setting its target.

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/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

Performance Measure #1	Type of Measure:	Related to the following at the agency:	Agency selected; Required by State; or Required by Federal:	Associated Objectives

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge:	2014-15 Target Results:	2014-15 Actual Results:	Benchmark for 2015-16 target results:	Was 2015-16 target standard, moderate, or stretch challenge:	2015-16 Target Results:	2015-16 Actual Results:	Benchmark for 2016-17 target results:	Is 2016-17 target standard, moderate, or stretch challenge:	2016-17 Target Results:

Performance Measure #2	Type of Measure:	Related to the following at the agency:	Agency selected; Required by State; or Required by Federal:	Associated Objectives

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge:	2014-15 Target Results:	2014-15 Actual Results:	Benchmark for 2015-16 target results:	Was 2015-16 target standard, moderate, or stretch challenge:	2015-16 Target Results:	2015-16 Actual Results:	Benchmark for 2016-17 target results:	Is 2016-17 target standard, moderate, or stretch challenge:	2016-17 Target Results:

Customers and Potential Impacts (2016-17)

Agency Responding	Department of Archives and History
Date of Submission	

INSTRUCTIONS: In this Chart, please do the following:
(a) Take each General Appropriation Act Program and think of the agency daily operations that fit within it. Then group those daily operations programs (D.O. programs) however is best for the agency (i.e. by division, grants, etc.) to discuss each of the different services and/or products it provides. List each of those D.O. Programs, beside the General Appropriation Act Program it relates to, in the first column. The agency may need to insert additional rows between the existing General Appropriations Programs to include each of the D.O. Programs that relate to that General Appropriation Act Program
(b) In the second column, provide a brief description of each D.O. Program.
(c) In the column titled, "Service/Product provided," type the service or product the D.O. Program provides. If the D.O. Program provides multiple services or products, insert additional rows to ensure each service or product is listed on a different row. Be as specific as possible when listing the services and products provided because this information may be compared with the services and products provided by other agencies to determine if there is any duplication among agencies.
(d) In the column titled, "Customer Segment," select the applicable customer segment from the drop down menu. Insert additional rows as needed to ensure each customer segment who receives a particular service or product, is listed on a different row.
(e) In the column titled, "Specify for the following Segments," provide the additional information requested if the Customer Segment is (1) industry; (2) Professional Organization); or (3) General Public. The additional information provided about the "General Public" customer segments served may be utilized to help change the current "General Public" customer segment option into more specific and defined segments within the public.
(f) In the column titled, "Best potential impact if agency over performs," provide a brief description of the best potential impact on that customer segment if the agency performs better than it ever thought possible.
(g) In the column titled, "Most potential negative impact if the agency under performs," briefly describe what the agency considers the most potential negative impact to that customer segment that may occur as a result of the agency underperforming or performing at the worst level possible.
(h) In the column titled, "What is monitored to determine if outside help is needed," type what the agency monitors on a daily, weekly or monthly basis to ensure the agency performance is at the level needed.
(i) In the column titled, "Outside Help to Request," type the entities to whom the agency reaches out if the agency begins to see low performance;
(j) In the column titled, "Level Requires Inform G.A.," type the level at which the agency thinks the General Assembly should be put on notice;
(k) In the column titled, "1-3 G.A. Options," type one to three options for what the General Assembly could do to help resolve the issues before there is a potential crisis for each customer segment.

General Appropriation Act Program/Title - Daily Operations Program	Description/Purpose of Daily Operations Program	Service/Product provided (list only one service or product per row, but insert as many rows as needed to ensure all services and products provided are listed)	Customer Segment (list the customer segment as many times as needed, but list only one per line)	*Specify for the following Segments:* (1) Industry: Name; (2) Professional Organization: Name (3) Public: Other characteristics of public segment who receives service or product (i.e. age range; income levels, etc.)	Best potential impact on the customer segment if the agency over performs	Most potential negative impact on the customer segment if the agency under performs	What is monitored to determine if outside help is needed	Outside Help to Request	Level Requires Inform G.A.	1-3 G.A. Options

Public Benefit and Responsibility (2016-17)

Agency Responding	Department of Archives and History
Date of Submission	

INSTRUCTIONS: If the agency's strategic plan and employees responsible are the same as in 2015-16, the agency can simply type on the first line, "Same as 2015-16 Public Benefit and Responsibility Chart." If the agency is revising its 2015-16 Strategic Plan for this year, or revising which employee is responsible for certain goals or objectives, please provide information for the strategic plan the agency will follow in 2016-17 and the employees who will be responsible for ensuring it is accomplished. As a reminder, the instructions for how the agency is to complete the chart is below:
1) 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).
2) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing each goal and objective.
3) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal and objective. The Responsible Person for a goal has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person for an objective has employees and possibly different teams of employees beneath him/her to help accomplish the objective. The Responsible Person for a goal is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives needed to accomplish the goal. The Responsible Person for an objective is the person who, in conjunction with his/her employees and approval from higher level superiors, sets the performance measure targets and heads the game plan for how to accomplish the objective for which he/she is responsible. Under the "Position" column, enter the Responsible Person's position/title at the agency. Under "Office Address" column, enter the address for the office from which the Responsible Person works. Under the "Department/Division" column, enter the department or division at the agency in which the Responsible Person works. Under the "Department/Division Summary" column, enter a brief summary (no more than 1-2 sentences) of what that department or division does in the agency.

Mission:		Legal Basis:	
Vision:		Legal Basis:	

Strategic Plan Part and Description (2016-17)	Intended Public Benefit/Outcome: (Ex. Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome	Responsible Employee Name:	How long as staff member been responsible for the goal or objective: (i.e. more or less than 3 years)	Position:	Office Address:	Department or Division:	Department or Division Summary:

Employee Allocation by General Appropriation Act Program (2016-17)

Agency Responding	Department of Archives and History
Date of Submission	

Disclaimer: The Committee understands the number of employee equivalents are estimates from the agency. The information is acceptable as long as the agency has a logical basis, which it can explain, as to how it reached the numbers it provided.

INSTRUCTIONS: In this Chart, please do the following:
(a) Consider the total number of FTE and non-FTE positions at the agency in 2015-16, which will auto-fill from the Employees Available Chart.
(b) Then, in the column titled, "Number of physical employees working on the budget program in 2015-16," list the number of physical employees working on each budget program. These employees may spend 100%, 50% or even 10% of their time working toward accomplishing the program.
(c) In the column titled, "Number of employee equivalents associated with the budget program in 2015-16," list the total number of employee equivalents working on the program in 2015-16. The agency may calculate the figure utilizing the method outlined in the Instructions and Examples for the Program Evaluation Report document

General Appropriation Act Program (2016-17)	Number of physical employees working on the program in 2016-17	Number of employee equivalents working on the program in 2016-17
Number of FTEs Available	0	
Number of Temporary Non-FTEs Available	0	
Number of Temporary Grant Non-FTEs Available	0	
Total Number of Employees Available	0	
Insert General Appropriation Act Programs		

Programs and Objectives (2016-17)

Agency Responding	Department of Archives and History
Date of Submission	

Disclaimer: The Committee understands amount the agency spent per objective and amount of employee equivalents that are associated with costs of each program are estimates from the agency. The information is acceptable as long as the agency has a logical basis, which it can explain, as to how it reached the numbers it provided.

INSTRUCTIONS: In this Chart, please do the following:
(a) In the first two columns, the agency can copy and paste the information from the Accountability Report, "Major Programs," chart.
(b) In the column titled, "Money Budgeted on Program for 2016-17," list the amount of money the agency is budgeting to spend on the program in 2016-17.
(c) In the column titled, "Number of employee equivalents associated with the program," list the total number of employee equivalents the agency plans to have working on the program in 2016-17.
(d) In the column titled, "Objective the Program Helps Accomplish," list each objective the program helps the agency accomplish. Please list only objective per row. This may require inserting additional rows between programs.
(e) In the column titled, "Approx. amount of money budgeted on objective that is associated with costs from program," consider the total amount budgeted for the program and what portion of that amount relates to each objective. If the agency adds up the amounts for each associated objective, it should equal the total amount budgeted for the program.
(f) In the column titled, "Approx. amount of employee equivalents planned to be utilized on objective that are associated with the program," consider the total amount of employee equivalents the agency plans to utilize on the program and what portion of that time will related to each objective. If the agency adds up the amounts for each associated objective, it should equal the total number of employee equivalents the agency plans to utilize on the program.

General Appropriation Act Programs (2016-17)	Description of Program	Money Budgeted for the Program in 2016-17	Number of employee equivalents associated with 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.	Approx. amount of money budgeted on each objective that is associated with budgeted costs from this program (if you add up the amounts for each objective it should equal the total amount spent on the program)	Approx. amount of employee equivalents planned to be utilized on each objective that are associated with this program (if you add up the amounts for each objective it should equal the total amount employee equivalents for the program)

Employee Allocation by Objective (2016-17)

Agency Responding	Department of Archives and History
Date of Submission	

Disclaimer: The Committee understands the number of employee equivalents are estimates from the agency. The information is acceptable as long as the agency has a logical basis, which it can explain, as to how it reached the numbers it provided.

INSTRUCTIONS: In this Chart, please do the following:
(a) Review the agency's strategic plan, which is provided in the chart based on the information from the agency's Restructuring Report.
(b) In the column titled, "Number of employee equivalents working on the goal or objective in 2015-16," list the number of employees working toward each objective, by totaling the amounts from the Employee Allocation by Budget Program Chart.
(c) The total number of employees working toward each goal should automatically sum based on the numbers you enter for the number of employees per objective.

Strategic Plan Part and Description (2016-17) *(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)*	Number of physical employees working on the goal or objective in 2016-17	Number of employee equivalents working the goal or objective in 2016-17
Number of FTEs Available	0	
Number of Temporary Non-FTEs Available	0	
Number of Temporary Grant Non-FTEs Available	0	
Total Number of Employees Available	0	
Insert Goals and Objectives from 2016-17 Strategic Plan		

Strategic Budgeting (2016-17)

Agency Responding	Department of Archives and History
Date of Submission	

Disclaimer: The Committee understands amount the agency budgeted and spent per goal and objective are estimates from the agency. The information is acceptable as long as the agency has a logical basis, which it can explain, as to how it reached the numbers it provided.

INSTRUCTIONS:

Part A: Funds Available in Fiscal Year 2016-17

(a) 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 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 had available to spend and where the agency spent the funds.

Part B: How Agency Plans to Budget Funds in 2016-17

(a) The agency's objectives and unrelated purposes are listed based on the information the agency provided in the Restructuring Report. The agency will see there are new rows between "objectives" and "unrelated purposes." These new rows are intended to allow the agency to list money it spent this year that was for previously committed multiple year projects. The intent of these new rows is to separate what the agency spent toward its current objectives and what it spent toward objectives and projects from previous years, which took multiple years to pay off.

(b) Please add any information needed in the new rows (i.e., "Money previously committed for multiple years") and make any revisions necessary to ensure all unrelated purposes are listed. As a reminder, 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.).

(c) Remember, in each row, you need to provide the total of all the values from the different funding sources for that row.

PART A - Funds Available Fiscal Year (2016-17)

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals					
State, other or federal funding?	n/a					
Recurring or one-time?	n/a					
$ From Last Year Available to Spend this Year						
Amount available at end of previous fiscal year						
Amount available at end of previous fiscal year that agency can actually use this fiscal year:						
If the amounts in the two rows above are not the same, explain why :	n/a					
$ Estimated to Receive this Year						
Amount requested to receive this fiscal year:						
Amount actually received this fiscal year:						
If the amounts in the two rows above are not the same, explain why :	n/a					
Total Available if amounts requested are received						

Strategic Budgeting (2016-17)

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 requested to receive this fiscal year):	$0	$0	$0	$0	$0	$0

Additional Explanations regarding Part A:	*Insert any additional explanations the agency would like to provide related to the information it provided above.*

PART B - How Agency Plans to Budget Funds in 2016-17

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals	0	0	0	0	0
State, other or federal funding?	n/a	0	0	0	0	0
Recurring or one-time?	n/a	0	0	0	0	0
What are the external restrictions (from state or federal government, grant issuer, etc.), if any, on how the agency can spend the funds from this source:	n/a					
Will expenditure of funds be 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					
Total amount estimated to have available to spend	$0	$0	$0	$0	$0	$0
Where Agency Plans to Spend Money - Current Objectives						
Objective 1.1.1 - insert description of objective: ***Remember to include a colon (:) at the end of each objective*						
Objective 1.1.2 - insert description of objective:						
Insert remaining Objectives						
Total Agency Plans to Spend on Objectives:						
Where Agency Plans to Spend Money - Money previously committed for multiple years						
Example - Continental Tire Recruitment Grant (agreement requires State pay income taxes for the company until 2020)						

Strategic Budgeting (2016-17)

Total Agency Plans to Spend on previous multiple year commitments						
Where Agency Plans to Spend Money - Unrelated Purpose (pass through or other purpose unrelated to agency's strategic						
Unrelated Purpose #1 - insert description:						
Unrelated Purpose #1 - insert description:						
Unrelated Purpose #2 - insert description:						
Insert any additional unrelated purposes						
Total Agency Plans to Spend on Unrelated Purposes:						
Total Agency Plans to Spend (Total on Objectives + Total on Unrelated Purposes)						
Amount Remaining						
Funds budgeted for use in subsequent years (i.e. when grant or other money received all at once, but intended to be spent over multiple years)						
Example - WIOA 3 year funds budgeted for use in next two fiscal years						
Total Funds budgeted for use in subsequent years						
Cash Balance Remaining, minus funds budgeted for use in subsequent years						

Additional Explanations regarding Part B:	*Insert any additional explanations the agency would like to provide related to the information it provided above.*

Type of Law
Statute
Proviso
Regulation

Jurisdiction
State
Federal

Type of Partner Entity
Federal Government
State Government
Local Government
Higher Education Institute
K-12 Education Institute
Private Business Organization
Professional Association
Non-Governmental Organization
Individual

Customer Segments

Executive Branch/State Agencies
Legislative Branch
Judicial Branch
Local Govts.
School Districts
General Public
Industry
Professional Organization

Fiscal year
2015-16
2016-17
2015-16 and 2016-17