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

2016 Annual Restructuring Report Guidelines

PLEASE NOTE:

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

Agency Name:	**South Carolina Aeronautics Commission**
Date Report Submitted:	**January 12, 2016**
Agency Head	
First Name	James
Last Name:	Stephens
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General Instructions

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

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

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

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

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

Legal Standards

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016

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

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
1	55-1-1	State	There is created a Division of Aeronautics within the State Fiscal Accountability Authority that shall be governed by the Aeronautics Commission as provided in Chapter 1, Title 57.	Statute
2	55-1-90	State	Establishes the criteria for use of state-owned aircraft.	Statute
3	55-5-70	State	Establishes the right and authority of the Division to promote and foster air commerce and aeronautical activities, as well as the authority to promulgate rules as necessary.	Statute
4	55-5-80	State	Establishes the responsibility and authority of the division.	Statute
5	55-5-150	State	Establishes the criteria to close an airport or runway for imminent danger to aircraft, and the mediation method to resolve disputes with airport sponsors regarding closure.	Statute
6	55-5-280	State	Establishes the criteria and use of the State Aviation Fund	Statute
7	55-9-290	State	Establishes actions in equity maintained by the Division to restrain and abate airport hazards.	Statute

Legal Standards

8	55-9-300	State	Establishes the right for the Division to incorporate airport hazard area regulations.	Statute
9	55-13-5	State	Establishes the notification requirement of land use changes within the limits of maps created by the Division.	Statute
10	87.1	State	Establishes the right of the Division to receive reimbursement for services rendered.	Proviso
11	87.2	State	Establishes the right of the Division to receive revenue from rental of Division office space.	Proviso
12	87.3	State	Establishes the funding sequence of airports in SC.	Proviso
13	87.4	State	Establishes the authority of the Division to provide hangar/parking facilities for government owned and/or operated aircraft.	Proviso
14	87.5	State	Establishes the criteria by which funds may be appropriated for aviation grants.	Proviso
15	117.22	State	Establishes the criteria and mandate to maintain logs of all flights for accountability and transparency.	Proviso
16	117.105	State	Provides guidelines for how institutes of higher learning may use the state aircraft for the purpose of athletic recruiting.	Proviso

Mission, Vision and Goals

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Mission	Fostering air and economic development by overseeing the safety and development of the state's public use airports, by providing safe and reliable air transportation for state government and business prospects; and by providing aviation education opportunities.
Legal Basis for agency's mission	Mission: 55-5-70
Vision	It is the Vision of the South Carolina Aeronautics Commission to continue to meet the Purpose and Mission of the agency, as well as to continue to develop the programs offered to those we serve.
Legal Basis for agency's vision	55-5-70

Instructions :

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

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	Specific Measurable Attainable Relevant Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome			
55-1-1, 55-1-90, 55-5-80, 87.1, 87.2, 87.4, 117.22, 117.105	Goal 1 - Provide aviation transportation services in a safe, cost-effective manner	Operate aircraft safely; Operate aircraft in a cost-effecitve manner	Implement a Saftey Management System (SMS); Reduce outside maintenance costs for aircraft; Pursure agreements with state agencies for aircraft use, Maintain flight user base currenty in place.	Hugh Tuttle	84 months	Chief Pilot

Mission, Vision and Goals

55-1-1, 55-5-280, 87.5	Goal 2 - Promote and enhance aviation education programs	Partner with educational entities to promote aerospace/aviation to SC students; Support aviation education programs in SC.	Continue current partnerships with aerospace/aviation educational programs/schools; Partner with the SC Children's Museum to create a permanent aviation exhibit; Participate in educational career days; Provide facility tours to students; Provide financial assistance as able/agreed upon by the Commission.	James Stephens	12 months	Executive Director
55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5	Goal 3 - Protect the investment SC has made in the state airport system	Continue to pursue state sponsorship of FAA grant funds; Continue to assist airports with the implementation of land use controls; Continue to provide airfield maintenance services; Continue to provide grant funding for approved Capital Improvement Projects for SC Airports; Continue to inspect public use airports in SC.	Work with airports to make assessments and determine needs; Maintain good standing with FAA District Office staff; Pursue agreements with airport sponsors for use of SCAC's GIS tools; Provide financial assistance as able for land/easement acquistion; Assist airports with pavement repair needs and begin Pavement Condition Indexing of the publicly owned/public use airports in SC; Assist airports with vegetation control; Provide friction testing services as needed; Make projections for future revenue; Support approved requests by insuring state funding availability; Work with airport sponsors on systematic planning for future funding; Inspect public use aviation facilities; Accompany FAA inspectors at commerical service facilities.	Paul Werts	360 months	Program Manager
55-5-1, 55-5-70, 55-5-80, 55-5-280, 87.5	Goal 4 - Produce a conducive environment for business operators at SC airports and other businesses in the industry.	Continue to work with aviation support groups to promote aviation use; Continue to partner with other entities to promote the aerospace/aviation industry in SC.	Continue to support Aviation Week; Support safety advocacy with industry groups; Continue to partner with others to enhance the Aerospace Industry Expo; Continue consultation on airport related industry needs.	James Stephens	12 months	Executive Director

Strategy, Objectives and Responsibility

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Legal Responsibilities Satisfied:	*Strategic Plan Part and Description*	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... Specific; Measurable; Attainable; Relevant; and Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome						
55-1-1, 55-1-90, 55-5-80, 87.1, 87.2, 87.4, 117.22, 117.105	Goal 1 - Provide aviation transportation services in a safe, cost-effective manner	(S) Have there been any accidents or incidents; Are costs being managed properly, (M) Yes/No, (A) Yes, (R) Yes per Legal Standards, (T) Annually	Implement a Saftey Management System (SMS); Reduce outside maintenance costs for aircraft; Pursure agreements with state agencies for aircraft use; Maintain flight user base currency in place.	Hugh Tuttle	84 months	Chief Pilot	2553 Airport Blvd; W. Columbia, SC 29170	Flight Department	This department is resonsible for the safe transportation of passengers on board the state aircraft.
See previous	Strategy 1.1 - Operate aircraft safely	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Objective 1.1.1 - Aircraft Management	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Objective 1.1.2 - Aircraft Operations	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Objective 1.1.3 - Aircraft Maintenance	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Strategy, Objectives and Responsibility

55-1-1, 55-5-280, 87.5	Goal 2- Promote and enhance education programs	(S) Are partnerships with educational entities in place to promote aerospace/aviation to SC students; Is support offered for aviation education programs in SC, (M) Yes/No, (A) Yes, (R) Yes per Legal Standards, (T) Annually	Continue current partnerships with aerospace/aviation educational programs/schools; Partner with the SC Children's Museum to create a permanent aviation exhibit; Participate in educational career days; Provide facility tours to students; Provide financial assistance as able/agreed upon by the Commission.	James Stephens	12 months	Executive Director	2553 Airport Blvd; W. Columbia, SC 29170	Administration	This department is resonsible for the overall management of programs offered through the Aeronautics Commission.
See previous	Strategy 2.1- Partner and support aerospace/aviation educational programs in SC	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Objective 2.1.1 - Continue growth and support of aerospace/aviation education	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Objective 2.1.2 - Educational engagements	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5	Goal 3 - Protect the investment SC has made in the State's airport system	(S) Is the agency continuing to support and protect the State Airport System - Yes, (M) Yes/No, (A) Yes, (R) Yes per Legal Standards, (T) Annually	Work with airports to make assessments and determine needs; Maintain good standing with FAA District Office staff; Pursue agreements with airport sponsors for use of SCAC's GIS tools; Provide financial assistance as able for land/easement acquistion; Assist airports with pavement repair needs and begin Pavement Condition Indexing of the public use airports in SC; Assist airports with vegetation control; Provide friction testing services as needed; Make projections for future revenue; Support approved requests by insuring state funding availability;Work with airport sponsors on systematic planning for future funding; Inspect general aviation facilities; Accompany FAA inspectors at commerical service facilities.	Paul Werts	360 Months	Program Manager	2553 Airport Blvd; W. Columbia, SC 29170	Airport Development	This department is responsible for all of the programs offered in support of the airport system.
See previous	Strategy 3.1 - Maximize state dollars through federal and state capital improvement programs	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Objective 3.1.1 - Federal grants	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Objective 3.1.2 - State sponsored grants	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Strategy 3.2 - Provide airfield maintenance services	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Objective 3.2.1 - Vegetation control	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Objective 3.2.2 - Pavement maintenance and rejuventation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Objective 3.2.3 - Electrical maintenance and repairs at airports	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Objective 3.2.4 - AWOS maintenance and repairs	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Strategy 3.3 - Assist airports with construction support services	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Objective 3.3.1 - Aerial mapping and orthophotography	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Obective 3.3.2 - Surveying & geotechnical services	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Stategy 3.4 - Airport system support								
See above	Objective 3.4.1 - Provide airport system users Aeronautical charts and directories	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Obective 3.4.2 - Provide historical and web-based airport system support	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Strategy, Objectives and Responsibility

55-5-1, 55-5-70, 55-5-80, 55-5-280, 87.5	Goal 4 - Produce a conducive environment for business operators at SC airports and other businesses in the industry.	(S) Does the agency work with other aviaiton support groups to promote aviation use; Does the agency continue to partner with other entities to promote the aerospace/aviation industry in SC, (M) Yes/No, (A) Yes, (R) Yes, (T) Annually	Continue to support Aviation Week; Support safety advocacy with industry groups; Continue to partner with others to enhance the Aerospace Industry Expo; Continue consultation on airport related industry needs.	James Stephens	12 months	Executive Director	2553 Airport Blvd; W. Columbia, SC 29170	Administration	This department is resonsible for the overall management of programs offered through the Aeronautics Commission.
See previous	Strategy 4.1 - Partner with and support entities to promote the aerospace/aviation industry in SC	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
See above	Objective 4.1.1 - Support aerospace/aviation industry and safety groups	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Associated Programs

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Name of Agency Program	Description of Program	Legal Statute or Proviso Requiring the Program	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart) List **ONLY ONE** strategic objective per row.
Flight Department	The Flight Department operates to support the transportation needs of the State, including the needs of other state agencies by offering aircraft maintenance and aircraft operational agreements.	55-5-80 (C)	Objective 1.1.1 - Aircraft Management
		55-5-80 (C)	Objective 1.1.2 - Aircraft Operations
		55-5-80 (C)	Objective 1.1.3 - Aircraft Maintenance
FAA Federal Grants	Federal Grants are received by individual airports, as well as by the division to facilitate statewide airport system studies. The grants received by airports are matched by the state to assist local communities with costs, as well as providing a method for the State to insure standards are being met by local airport owners.	55-5-80 (B)	Objective 3.1.1 - Federal grants
		55-5-80 (B)	Objective 3.1.2 - State sponsored grants
Education Support	Educational support is offered to airport owners, airport users, and students within the State. This program is offered to educate about particular airport topics, as well as educating SC students about the career opportunities that are offered to them by the aerospace industry within the State.	55-5-80 (E)	Objective 2.1.1 - Continue growth and support of aerospace/aviation education
		55-5-80 (E)	Objective 2.1.2 - Educational engagements
State Aviation Maintenance Projects	The Airport Development department of the division is charged with managing the maintenance programs that are offered to each publicly owned public use airport. This program is designed to maintain a safe State airport system.	55-5-70	Objective 3.2.1 - Vegetation control
		55-5-70	Objective 3.2.2 - Pavement maintenance and rejuventation
		55-5-70	Objective 3.2.3 - Electrical maintenance and repairs at airports

Associated Programs

		55-5-70	Objective 3.2.4 - AWOS maintenance and repairs
State Aviation Support Services	The support services program is also managed under the Airport Development department, and is designed to assist with the development and maintenance of the facilities that are part of the State airport system.	55-5-70, 55-5-80	Objective 3.3.1 - Aerial mapping and orthophotography
		55-5-70, 55-5-80	Obective 3.3.2 - Surveying & geotechnical services
		55-5-70, 55-5-80	Objective 3.4.1 - Provide airport system users Aeronautical charts and directories
		55-5-70, 55-5-80	Obective 3.4.2 - Provide historical and web-based airport system support
		55-5-70, 55-5-80	Objective 4.1.1 - Support aerospace/aviation industry and saftey groups

Strategic Budgeting

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

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

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

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

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

Source of Funds:	Totals	*General Fund (10010000)*	*State Aviation Fund (31660000)*	*Operating Revenue (30350000)*	*Federal Funds (50000000)*	*Insert name of Source of Funds #5*	*Etc.*
Is the source state, other or federal funding:	Totals	*State*	*Other Funds*	*Other Funds*	*Federal Funds*	*State, Federal or Other Funds?*	*State, Federal or Other Funds?*
Is funding recurring or one-time?	Totals	*recurring*	*Recurring*	*Recurring*	*Recurring*	*Recurring or one-time funding?*	*Recurring or one-time funding?*
$ From Last Year Available to Spend this Year							
Amount available at end of previous fiscal year	$3,779,052	16,134	3,473,916	289,002			
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	$3,779,052	16,134	3,473,916	289,002			
If the amounts in the two rows above are not the same, explain why :	Enter explanation for each fund to the right						
$ Estimated to Receive this Year							
Amount budgeted/estimated to receive in this fiscal year:	$9,066,641	2,035,302	3,022,472	530,000	3,478,867		
Total Actually Available this Year							
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	$9,082,775	2,051,436	3,022,472	530,000	3,478,867		

Strategic Budgeting

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

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

Source of Funds: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	General Fund (10010000)	State Aviation Fund (31660000)	Operating Revenue (30350000)	Federal Funds (50000000)	Insert name of Source of Funds #5	Etc.
Is source state, other or federal funding: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	State	Other Funds	Other Funds	Federal Funds	State, Federal or Other Funds?	State, Federal or Other Funds?
Restrictions on how agency is able to spend the funds from this source:	n/a						
Amount estimated to have available to spend this fiscal year: (the rows to the left should populate automatically from what the agency entered in Part A)	$9,082,775	$2,051,436	$3,022,472	$530,000	$3,478,867	$0	$0
Are expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a	yes	yes	yes	yes		
Where Agency Budgeted to Spend Money this Year							
Objective 1.1.1 - Aircraft Management:	$185,400	125,400		60,000			
Objective 1.1.2 - Aircraft Operations:	$208,094	88,000		120,094			
Objective 1.1.3 - Aircraft Maintenance:	$458,475	218,475		240,000			
Objective 2.1.1 - Continue growth and support of aerospace/aviation education:	$25,000	25,000					
Objective 2.1.2 - Educational engagements:	$65,561	35,561	30,000				
Objective 3.1.1 - Federal grants:	$2,384,472	800,000	1,532,472	52,000			
Objective 3.1.2 - State sponsored grants:	$3,943,867	350,000	100,000	15,000	3,478,867		
Objective 3.2.1 - Vegetation control at state airports:	$342,000	85,000	250,000	7,000			
Objective 3.2.2 - Pavement maintenance and rejuventation at state airports:	$625,000	160,000	450,000	15,000			
Objective 3.2.3 - Electrical maintenance and repairs at airports:	$135,500	30,000	100,000	5,500			
Objective 3.2.4 - AWOS maintenance and repairs at state airports:	$354,000	44,000	300,000	10,000			
Objective 3.3.1 - Aerial mapping and orthophotography:	$46,906	15,000	30,000	1,906			
Obective 3.3.2 - Surveying & geotechnical services:	$31,500	5,000	25,000	1,500			
Objective 3.4.1 - Provide airport system users with Aeronautical charts and directories:	$56,000	20,000	35,000	1,000			
Obective 3.4.2 - Provide historical and web-based airport system support	$26,000	10,000	15,000	1,000			
Objective 4.1.1 - Support aerospace/aviation industry and saftey groups:	$195,000	40,000	155,000				
Unrelated Purpose #1 -	$0						
Unrelated Purpose #2 - insert description:							
etc.							
Total Budgeted to Spend on Objectives and Unrelated Purposes: (this should be the same as Amount estimated to have available to spend this fiscal year)	$9,082,775	2,051,436	3,022,472	530,000	3,478,867		

Objective Details

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Provide aviation transportation services in a safe, cost-effective manner	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	55-1-1, 55-1-90, 55-5-80, 87.1, 87.2, 87.4, 117.22, 117.105	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.1 - Operate aircraft safely	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.1.1 - Aircraft Management	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	55-1-1, 55-1-90, 55-5-80, 87.1, 87.2, 87.4, 117.22, 117.105	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Implement a Saftey Management System (SMS); Reduce outside maintenance costs for aircraft; Pursure agreements with state agencies for aircraft use, Maintain flight user base currenty in place.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Flight Department*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Hugh Tuttle	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	84 months	
Position:	Chief Pilot	
Office Address:	2553 Airport Blvd; W. Columbia, SC 29170	
Department or Division:	Flight Department	
Department or Division Summary:	This department is resonsible for the safe transportation of passengers on board the state aircraft.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$185,400	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Objective Details

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.1 - Aircraft Management	
Performance Measure:	Safe, cost-effective aviation transportation services	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	James Stephens, Executive Director; Melody Mikell, Finance Director	
Why was this performance measure chosen?	Because more specific metrics cannot be evaluated due to the high fluctuations in operational and maintenance costs.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	James Stephens, Executive Director; Melody Mikell, Finance Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Either the program meets or doesn't meet the objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Loss of life from State Employees*
Level Requires Outside Help	*none*
Outside Help to Request	*Insurance Reserve Fund*
Level Requires Inform General Assembly	*As soon as an incident has happened*
3 General Assembly Options	*Make sure equipment meets industry standards for safe operation; Change equipment; or Change management*

Objective Details

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
none	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
none		

Objective Details

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Provide aviation transportation services in a safe, cost-effective manner	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	55-1-1, 55-1-90, 55-5-80, 87.1, 87.2, 87.4, 117.22, 117.105	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.1 - Operate aircraft safely	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.1.2 - Aircraft Operations	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	55-1-1, 55-1-90, 55-5-80, 87.1, 87.2, 87.4, 117.22, 117.105	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Implement a Saftey Management System (SMS); Reduce outside maintenance costs for aircraft; Pursure agreements with state agencies for aircraft use, Maintain flight user base currenty in place.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Flight Department*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Hugh Tuttle*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	84 Months	
Position:	*Chief Pilot*	
Office Address:	*2553 Airport Blvd., West Columbia, SC 29170*	
Department or Division:	*Flight Department*	
Department or Division Summary:	This department is resonsible for the safe transportation of passengers on board the state aircraft.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$208,094	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
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Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.2 - Aircraft Operations	
Performance Measure:	Safe, cost-effective aviation transportation services	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	James Stephens, Executive Director; Melody Mikell, Finance Director	
Why was this performance measure chosen?	Because more specific metrics cannot be evaluated due to the high fluctuations in operational and maintenance costs.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	James Stephens, Executive Director; Melody Mikell, Finance Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Either the program meets or doesn't meet the objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

POTENTIAL NEGATIVE IMPACT

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Most Potential Negative Impact	*Loss of life from State Employees*
Level Requires Outside Help	*none*
Outside Help to Request	*Insurance Reserve Fund*
Level Requires Inform General Assembly	*As soon as an incident has happened*
3 General Assembly Options	*Make sure equipment meets industry standards for safe operation; Change equipment; or Change management*

Objective Details

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
none	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Aircraft specific flight and maintenance training centers	*annual training of employees (pilots)*	*Business, Association or Individual*

Objective Details

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Provide aviation transportation services in a safe, cost-effective manner	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	55-1-1, 55-1-90, 55-5-80, 87.1, 87.2, 87.4, 117.22, 117.105	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.1 - Operate aircraft safely	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.1.3 - Aircraft Maintenance	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	55-1-1, 55-1-90, 55-5-80, 87.1, 87.2, 87.4, 117.22, 117.105	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Implement a Saftey Management System (SMS); Reduce outside maintenance costs for aircraft; Pursure agreements with state agencies for aircraft use, Maintain flight user base currenty in place.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Flight Department*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Hugh Tuttle*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	84 Months	
Position:	*Chief Pilot*	
Office Address:	*2553 Airport Blvd., West Columbia, SC 29170*	
Department or Division:	*Flight Department*	
Department or Division Summary:	This department is resonsible for the safe transportation of passengers on board the state aircraft.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$458,475	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	
PERFORMANCE MEASURES		

Objective Details

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.3 - Aircraft Maintenance	
Performance Measure:	Safe, cost-effective aviation transportation services	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	James Stephens, Executive Director; Melody Mikell, Finance Director	
Why was this performance measure chosen?	Because more specific metrics cannot be evaluated due to the high fluctuations in operational and maintenance costs.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	James Stephens, Executive Director; Melody Mikell, Finance Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Either the program meets or doesn't meet the objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Loss of life from State Employees*
Level Requires Outside Help	*none*
Outside Help to Request	*Insurance Reserve Fund*
Level Requires Inform General Assembly	*As soon as an incident has happened*
3 General Assembly Options	*Make sure equipment meets industry standards for safe operation; Change equipment; or Change management*

Objective Details

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
none	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Aircraft specific flight and maintenance training centers	*annual training of employees (mechanics)*	*Business, Association or Individual*

Objective Details

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 2- Promote and enhance education programs	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	55-1-1, 55-5-280, 87.5	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.1- Partner and support aerospace/aviation educational programs in SC	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.1.1 - Continue growth and support of aerospace/aviation education	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	55-1-1, 55-5-280, 87.5	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Continue current partnerships with aerospace/aviation educational programs/schools; Partner with the SC Children's Museum to create a permanent aviation exhibit; Participate in educational career days; Provide facility tours to students; Provide financial assistance as able/agreed upon by the Commission.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Education Support*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*James Stephens*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	12 Months	
Position:	*Executive Director*	
Office Address:	*2553 Airport Blvd., West Columbia, SC 29170*	
Department or Division:	*Administration*	
Department or Division Summary:	*This department is resonsible for the overall management of programs offered through the Aeronautics Commission.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$25,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	
PERFORMANCE MEASURES		

Objective Details

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.1.1 - Continue growth and support of aerospace/aviation education	
Performance Measure:	Continued promotion and enhancement of aviation education programs such as STEM based aviation summer camp, career days, facility tours, and other limited financial assistance.	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	James Stephens, Executive Director; Melody Mikell, Finance Director	
Why was this performance measure chosen?	Because of the limited funding available for the program, and the fact that the program is more about connecting those within the industry than funding new programs.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	James Stephens, Executive Director; Melody Mikell, Finance Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Either the program meets or doesn't meet the objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*No programs are offered to benefit SC students and connect them to industry employers and future possibilities.*

Objective Details

Level Requires Outside Help	*None*
Outside Help to Request	*None*
Level Requires Inform General Assembly	*None*
3 General Assembly Options	*n/a*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2- Promote and enhance education programs*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*55-1-1, 55-5-280, 87.5*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 2.1- Partner and support aerospace/aviation educational programs in SC*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 2.1.2 - Educational engagements*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*55-1-1, 55-5-280, 87.5*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Continue current partnerships with aerospace/aviation educational programs/schools; Partner with the SC Children's Museum to create a permanent aviation exhibit; Participate in educational career days; Provide facility tours to students; Provide financial assistance as able/agreed upon by the Commission.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Education Support*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*James Stephens*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	12 Months	
Position:	*Executive Director*	
Office Address:	*2553 Airport Blvd., West Columbia, SC 29170*	
Department or Division:	*Administration*	
Department or Division Summary:	*This department is resonsible for the overall management of programs offered through the Aeronautics Commission.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$65,561	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Objective Details

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.1.2 - Educational engagements	
Performance Measure:	Continued promotion and enhancement of aviation education programs such as STEM based aviation summer camp, career days, facility tours, and other limited financial assistance.	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	James Stephens, Executive Director; Melody Mikell, Finance Director	
Why was this performance measure chosen?	Because of the limited funding available for the program, and the fact that the program is more about connecting those within the industry than funding new programs.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	James Stephens, Executive Director; Melody Mikell, Finance Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Either the program meets or doesn't meet the objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*No programs are offered to benefit SC students and connect them to industry employers and future possibilities.*
Level Requires Outside Help	*None*

Objective Details

Outside Help to Request	*None*
Level Requires Inform General Assembly	*None*
3 General Assembly Options	*n/a*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
n/a		

Objective Details

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Protect the investment SC has made in the State's airport system*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.1 - Maximize state dollars through federal and state capital improvement programs*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.1.1 - Federal grants*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Work with airports to make assessments and determine needs; Maintain good standing with FAA District Office staff; Pursue agreements with airport sponsors for use of SCAC's GIS tools; Provide financial assistance as able for land/easement acquistion; Assist airports with pavement repairs needs and begin Pavement Condition Indexing of the public use airports in SC; Assist airports with vegetation control; Provide friction testing services as needed; Make projections for future revenue; Support approved request by insuring state funding availability; Work with airport sponsors on systematic planning for future funding; Inspect gneneral aviation facilities; Accompany FAA inspectors at commerical service facilities.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*FAA Federal Grants*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Paul Werts*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	360 Months	
Position:	*Program Manager*	
Office Address:	*2553 Airport Blvd., West Columbia, SC 29170*	
Department or Division:	*Airport Development*	
Department or Division Summary:	*This department is responsible for all of the programs offered in support of the airport system within the State.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$2,384,472	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.1.1 - Federal grants	
Performance Measure:	State sponsorship of new FAA Grants, and State matching of new federal grants for capital improvements projects at SC airports.	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal	Grants are tracked per federal matching requirements.
What are the names and titles of the individuals who chose this as a performance measure?	James Stephens, Executive Director; Melody Mikell, Finance Director	
Why was this performance measure chosen?	Because of the limited funding available for the program, and because the program is about maximizing federal dollars across the State.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	James Stephens, Executive Director; Melody Mikell, Finance Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Either the program meets or doesn't meet the objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Loss of future federal dollars available for the State Airport System*
Level Requires Outside Help	*None*

Objective Details

Outside Help to Request	*Federal Aviation Administration, Southern Region, Airports District Office*
Level Requires Inform General Assembly	*Prior to the loss of new federal program dollars*
3 General Assembly Options	*Provide additional funding necessary to continue to match available federal funds; Place more matching requirements on the local community; Change program management staff*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Federal Aviation Administration (FAA)	*Staff works with FAA almost daily to insure procedures*	*Business, Association or Individual*

Objective Details

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Protect the investment SC has made in the State's airport system*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.1 - Maximize state dollars through federal and state capital improvement programs*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.1.2 - State sponsored grants*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Work with airports to make assessments and determine needs; Maintain good standing with FAA District Office staff; Pursue agreements with airport sponsors for use of SCAC's GIS tools; Provide financial assistance as able for land/easement acquistion; Assist airports with pavement repairs needs and begin Pavement Condition Indexing of the public use airports in SC; Assist airports with vegetation control; Provide friction testing services as needed; Make projections for future revenue; Support approved request by insuring state funding availability; Work with airport sponsors on systematic planning for future funding; Inspect gneneral aviation facilities; Accompany FAA inspectors at commerical service facilities.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*FAA Federal Grants*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Paul Werts*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	360 Months	
Position:	*Program Manager*	
Office Address:	*2553 Airport Blvd., West Columbia, SC 29170*	
Department or Division:	*Airport Development*	
Department or Division Summary:	*This department is responsible for all of the programs offered in support of the airport system within the State.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$3,943,867	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.1.2 - State sponsored grants	
Performance Measure:	State sponsorship of new FAA Grants, and State matching of new federal grants for capital improvements projects at SC airports.	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal	Grants are tracked per federal matching requirements.
What are the names and titles of the individuals who chose this as a performance measure?	James Stephens, Executive Director; Melody Mikell, Finance Director	
Why was this performance measure chosen?	Because of the limited funding available for the program, and because the program is about maximizing federal dollars across the State.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	James Stephens, Executive Director; Melody Mikell, Finance Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Either the program meets or doesn't meet the objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

POTENTIAL NEGATIVE IMPACT

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Most Potential Negative Impact	*Loss of future federal dollars available for the State Airport System*
Level Requires Outside Help	*None*

Objective Details

Outside Help to Request	*Federal Aviation Administration, Southern Region, Airports District Office*
Level Requires Inform General Assembly	*Prior to the loss of new federal program dollars*
3 General Assembly Options	*Provide additional funding necessary to continue to match available federal funds; Place more matching requirements on the local community; Change program management staff*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Federal Aviation Administration (FAA)	*Staff works with FAA almost daily to insure procedures*	*Business, Association or Individual*

Objective Details

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Protect the investment SC has made in the State's airport system*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.2 - Provide airfield maintenance services*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.2.1 - Vegetation control*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Work with airports to make assessments and determine needs; Maintain good standing with FAA District Office staff; Pursue agreements with airport sponsors for use of SCAC's GIS tools; Provide financial assistance as able for land/easement acquistion; Assist airports with pavement repairs needs and begin Pavement Condition Indexing of the public use airports in SC; Assist airports with vegetation control; Provide friction testing services as needed; Make projections for future revenue; Support approved request by insuring state funding availability; Work with airport sponsors on systematic planning for future funding; Inspect gneneral aviation facilities; Accompany FAA inspectors at commerical service facilities.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*State Aviation Maintenance Projects*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Paul Werts*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	360 Months	
Position:	*Program Manager*	
Office Address:	*2553 Airport Blvd., West Columbia, SC 29170*	
Department or Division:	*Airport Development*	
Department or Division Summary:	*This department is responsible for all of the programs offered in support of the airport system within the State.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$342,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

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

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

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

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Types of Performance Measures:

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.2.1 - Vegetation control	
Performance Measure:	Assist with capital improvements, maintenance, and safety of SC's public use airports	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	James Stephens, Executive Director; Melody Mikell, Finance Director	
Why was this performance measure chosen?	Because of the limited funding available for the program, and because the program is about maximizing State Aviation Fund dollars.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	James Stephens, Executive Director; Melody Mikell, Finance Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Either the program meets or doesn't meet the objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*No vegetation control program available for public use airports*
Level Requires Outside Help	*When it is evident that funding is becoming limited*

Objective Details

Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*When State Aviation Funding revenue sources do not match the projected need*
3 General Assembly Options	*Provide additional funding necessary to continue to match available federal funds; Place more matching requirements on the local community; Delete program*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Local airport owners (county or municipality)	*matching program funding*	*State/Local Government Entity*

Objective Details

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Protect the investment SC has made in the State's airport system*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.2 - Provide airfield maintenance services*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.2.2 - Pavement maintenance and rejuventation*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Work with airports to make assessments and determine needs; Maintain good standing with FAA District Office staff; Pursue agreements with airport sponsors for use of SCAC's GIS tools; Provide financial assistance as able for land/easement acquistion; Assist airports with pavement repairs needs and begin Pavement Condition Indexing of the public use airports in SC; Assist airports with vegetation control; Provide friction testing services as needed; Make projections for future revenue; Support approved request by insuring state funding availability; Work with airport sponsors on systematic planning for future funding; Inspect gneneral aviation facilities; Accompany FAA inspectors at commerical service facilities.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*State Aviation Maintenance Projects*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Paul Werts*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	360 Months	
Position:	*Program Manager*	
Office Address:	*2553 Airport Blvd., West Columbia, SC 29170*	
Department or Division:	*Airport Development*	
Department or Division Summary:	*This department is responsible for all of the programs offered in support of the airport system within the State.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$625,000	Copy and paste this information from the Strategic Budgeting Chart

Objective Details

Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.2.2 - Pavement maintenance and rejuventation	
Performance Measure:	Assist with capital improvements, maintenance, and safety of SC's public use airports	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	James Stephens, Executive Director; Melody Mikell, Finance Director	
Why was this performance measure chosen?	Because of the limited funding available for the program, and because the program is about maximizing State Aviation Fund dollars.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	James Stephens, Executive Director; Melody Mikell, Finance Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Either the program meets or doesn't meet the objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*No pavement maintenance management program available for public use airports*

Objective Details

Level Requires Outside Help	*When it is evident that funding is becoming limited*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*When State Aviation Funding revenue sources do not match the projected need*
3 General Assembly Options	*Provide additional funding necessary to continue to match available federal funds; Place more matching requirements on the local community; Delete program*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Local airport owners (county or municipality)	*matching program funding*	*State/Local Government Entity*

Objective Details

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Protect the investment SC has made in the State's airport system*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.2 - Provide airfield maintenance services*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.2.3 - Electrical maintenance and repairs at airports*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Work with airports to make assessments and determine needs; Maintain good standing with FAA District Office staff; Pursue agreements with airport sponsors for use of SCAC's GIS tools; Provide financial assistance as able for land/easement acquistion; Assist airports with pavement repairs needs and begin Pavement Condition Indexing of the public use airports in SC; Assist airports with vegetation control; Provide friction testing services as needed; Make projections for future revenue; Support approved request by insuring state funding availability; Work with airport sponsors on systematic planning for future funding; Inspect gneneral aviation facilities; Accompany FAA inspectors at commerical service facilities.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*State Aviation Maintenance Projects*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Paul Werts*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	360 Months	
Position:	*Program Manager*	
Office Address:	*2553 Airport Blvd., West Columbia, SC 29170*	
Department or Division:	*Airport Development*	
Department or Division Summary:	*This department is responsible for all of the programs offered in support of the airport system within the State.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$135,500	Copy and paste this information from the Strategic Budgeting Chart

Objective Details

Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

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

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

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

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.2.3 - Electrical maintenance and repairs at airports	
Performance Measure:	Assist with capital improvements, maintenance, and safety of SC's public use airports	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	James Stephens, Executive Director; Melody Mikell, Finance Director	
Why was this performance measure chosen?	Because of the limited funding available for the program, and because the program is about maximizing State Aviation Fund dollars.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	James Stephens, Executive Director; Melody Mikell, Finance Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Either the program meets or doesn't meet the objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*No electrical maintenance program available for public use airports*

Objective Details

Level Requires Outside Help	*When it is evident that funding is becoming limited*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*When State Aviation Funding revenue sources do not match the projected need*
3 General Assembly Options	*Provide additional funding necessary to continue to match available federal funds; Place more matching requirements on the local community; Delete program*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Local airport owners (county or municipality)	*matching program funding*	*State/Local Government Entity*

Objective Details

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Protect the investment SC has made in the State's airport system*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.2 - Provide airfield maintenance services*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.2.4 - AWOS maintenance and repairs*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Work with airports to make assessments and determine needs; Maintain good standing with FAA District Office staff; Pursue agreements with airport sponsors for use of SCAC's GIS tools; Provide financial assistance as able for land/easement acquistion; Assist airports with pavement repairs needs and begin Pavement Condition Indexing of the public use airports in SC; Assist airports with vegetation control; Provide friction testing services as needed; Make projections for future revenue; Support approved request by insuring state funding availability; Work with airport sponsors on systematic planning for future funding; Inspect gneneral aviation facilities; Accompany FAA inspectors at commerical service facilities.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*State Aviation Maintenance Projects*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Paul Werts*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	360 Months	
Position:	*Program Manager*	
Office Address:	*2553 Airport Blvd., West Columbia, SC 29170*	
Department or Division:	*Airport Development*	
Department or Division Summary:	*This department is responsible for all of the programs offered in support of the airport system within the State.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$354,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.2.4 - AWOS maintenance and repairs	
Performance Measure:	Assist with capital improvements, maintenance, and safety of SC's public use airports	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	James Stephens, Executive Director; Melody Mikell, Finance Director	
Why was this performance measure chosen?	Because of the limited funding available for the program, and because the program is about maximizing State Aviation Fund dollars.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	James Stephens, Executive Director; Melody Mikell, Finance Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Either the program meets or doesn't meet the objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*No Automated Weather Observation Stations available for assisting with safe approaches into/out-of public use airports*
Level Requires Outside Help	*When it is evident that funding is becoming limited*

Objective Details

Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*When State Aviation Funding revenue sources do not match the projected need*
3 General Assembly Options	*Provide additional funding necessary to continue to match available federal funds; Place more matching requirements on the local community; Delete program*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Local airport owners (county or municipality)	*Local communities provide land needs for the*	*State/Local Government Entity*

Objective Details

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Protect the investment SC has made in the State's airport system*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.3 - Assist airports with construction support services*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.3.1 - Aerial mapping and orthophotography*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Work with airports to make assessments and determine needs; Maintain good standing with FAA District Office staff; Pursue agreements with airport sponsors for use of SCAC's GIS tools; Provide financial assistance as able for land/easement acquistion; Assist airports with pavement repairs needs and begin Pavement Condition Indexing of the public use airports in SC; Assist airports with vegetation control; Provide friction testing services as needed; Make projections for future revenue; Support approved request by insuring state funding availability; Work with airport sponsors on systematic planning for future funding; Inspect gneneral aviation facilities; Accompany FAA inspectors at commerical service facilities.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*State Aviation Support Services*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Paul Werts*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	360 Months	
Position:	*Program Manager*	
Office Address:	*2553 Airport Blvd., West Columbia, SC 29170*	
Department or Division:	*Airport Development*	
Department or Division Summary:	*This department is responsible for all of the programs offered in support of the airport system within the State.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$46,906	Copy and paste this information from the Strategic Budgeting Chart

Objective Details

Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.3.1 - Aerial mapping and orthophotography	
Performance Measure:	Assist with capital improvements, maintenance, and safety of SC's public use airports	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	James Stephens, Executive Director; Melody Mikell, Finance Director	
Why was this performance measure chosen?	Because of the limited funding available for the program, and because the program is about maximizing State Aviation Fund dollars.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	James Stephens, Executive Director; Melody Mikell, Finance Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Either the program meets or doesn't meet the objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*No Aerial Mapping or Orthophotography available for assisting with safe approaches and captial improvements at public use airports*

Objective Details

Level Requires Outside Help	*When it is evident that funding is becoming limited*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*When State Aviation Funding revenue sources do not match the projected need*
3 General Assembly Options	*Provide additional funding necessary to continue to match available federal funds; Place more matching requirements on the local community; Delete program*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Local airport owners (county or municipality)	*Local communities provide matching funds for use*	*State/Local Government Entity*

Objective Details

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Protect the investment SC has made in the State's airport system*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.3 - Assist airports with construction support services*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Obective 3.3.2 - Surveying & geotechnical services*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Work with airports to make assessments and determine needs; Maintain good standing with FAA District Office staff; Pursue agreements with airport sponsors for use of SCAC's GIS tools; Provide financial assistance as able for land/easement acquistion; Assist airports with pavement repairs needs and begin Pavement Condition Indexing of the public use airports in SC; Assist airports with vegetation control; Provide friction testing services as needed; Make projections for future revenue; Support approved request by insuring state funding availability; Work with airport sponsors on systematic planning for future funding; Inspect gneneral aviation facilities; Accompany FAA inspectors at commerical service facilities.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*State Aviation Support Services*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Paul Werts*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	360 Months	
Position:	*Program Manager*	
Office Address:	*2553 Airport Blvd., West Columbia, SC 2917C*	
Department or Division:	*Airport Development*	
Department or Division Summary:	*This department is responsible for all of the programs offered in support of the airport system within the State.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$31,500	Copy and paste this information from the Strategic Budgeting Chart

Objective Details

Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.3.2 - Surveying & geotechnical services	
Performance Measure:	Assist with capital improvements, maintenance, and safety of SC's public use airports	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	James Stephens, Executive Director; Melody Mikell, Finance Director	
Why was this performance measure chosen?	Because of the limited funding available for the program, and because the program is about maximizing State Aviation Fund dollars.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	James Stephens, Executive Director; Melody Mikell, Finance Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Either the program meets or doesn't meet the objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*No Surveying or Geo-technical state contracts available for assisting with safe approaches and captial improvements at public use airports*

Objective Details

Level Requires Outside Help	*When it is evident that funding is becoming limited*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*When State Aviation Funding revenue sources do not match the projected need*
3 General Assembly Options	*Provide additional funding necessary to continue to match available federal funds; Place more matching requirements on the local community; Delete program*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Local airport owners (county or municipality)	*Local communities provide matching funds for use*	*State/Local Government Entity*

Objective Details

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Protect the investment SC has made in the State's airport system*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Stategy 3.4 - Airport system support*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.4.1 - Provide airport system users Aeronautical charts and directories*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Work with airports to make assessments and determine needs; Maintain good standing with FAA District Office staff; Pursue agreements with airport sponsors for use of SCAC's GIS tools; Provide financial assistance as able for land/easement acquistion; Assist airports with pavement repairs needs and begin Pavement Condition Indexing of the public use airports in SC; Assist airports with vegetation control; Provide friction testing services as needed; Make projections for future revenue; Support approved request by insuring state funding availability; Work with airport sponsors on systematic planning for future funding; Inspect gneneral aviation facilities; Accompany FAA inspectors at commerical service facilities.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*State Aviation Support Services*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Paul Werts*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	360 Months	
Position:	*Program Manager*	
Office Address:	*2553 Airport Blvd., West Columbia, SC 29170*	
Department or Division:	*Airport Development*	
Department or Division Summary:	*This department is responsible for all of the programs offered in support of the airport system within the State.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$56,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.4.1 - Provide airport system users Aeronautical charts and directories	
Performance Measure:	Assist with capital improvements, maintenance, and safety of SC's public use airports	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	James Stephens, Executive Director; Melody Mikell, Finance Director	
Why was this performance measure chosen?	Because of the limited funding available for the program, and because the program is about maximizing State Aviation Fund dollars.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	James Stephens, Executive Director; Melody Mikell, Finance Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Either the program meets or doesn't meet the objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Not being able to provide aeronautical charts and directories for users of the State's public use airports*

Objective Details

Level Requires Outside Help	*When it is evident that funding is becoming limited*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*When State Aviation Funding revenue sources do not match the projected need*
3 General Assembly Options	*Provide additional funding necessary to continue program; Delete program; Change program management staff*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Protect the investment SC has made in the State's airport system*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Stategy 3.4 - Airport system support*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Obective 3.4.2 - Provide historical and web-based airport system support*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*55-5-1, 55-5-70, 55-5-80, 55-5-150, 55-5-280, 55-5-290, 55-9-300, 55-13-5, 87.3, 87.4, 87.5*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Work with airports to make assessments and determine needs; Maintain good standing with FAA District Office staff; Pursue agreements with airport sponsors for use of SCAC's GIS tools; Provide financial assistance as able for land/easement acquistion; Assist airports with pavement repairs needs and begin Pavement Condition Indexing of the public use airports in SC; Assist airports with vegetation control; Provide friction testing services as needed; Make projections for future revenue; Support approved request by insuring state funding availability; Work with airport sponsors on systematic planning for future funding; Inspect gneneral aviation facilities; Accompany FAA inspectors at commerical service facilities.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*State Aviation Support Services*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Paul Werts*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	360 Months	
Position:	*Program Manager*	
Office Address:	*2553 Airport Blvd., West Columbia, SC 2917(*	
Department or Division:	*Airport Development*	
Department or Division Summary:	*This department is responsible for all of the programs offered in support of the airport system within the State.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$26,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.4.2 - Provide historical and web-based airport system support	
Performance Measure:	Assist with capital improvements, maintenance, and safety of SC's public use airports	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	James Stephens, Executive Director; Melody Mikell, Finance Director	
Why was this performance measure chosen?	Because of the limited funding available for the program, and because the program is about maximizing State Aviation Fund dollars.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	James Stephens, Executive Director; Melody Mikell, Finance Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Either the program meets or doesn't meet the objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Not being able to provide web-based services and historical information for airports, their users, and their consultants*

Objective Details

Level Requires Outside Help	*When it is evident that funding is becoming limited*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*When State Aviation Funding revenue sources do not match the projected need*
3 General Assembly Options	*Provide additional funding necessary to continue program; Delete program; Change program management staff*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Objective Details

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

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 4 - Produce a conducive environment for business operators at SC airports and other businesses in the*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*55-5-1, 55-5-70, 55-5-80, 55-5-280, 87.5*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 4.1 - Partner and support with entities to promote the aerospace/aviation industry in SC*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 4.1.1 - Support aerospace/aviation industry and safety groups*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*55-5-1, 55-5-70, 55-5-80, 55-5-280, 87.5*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Continue to support Aviation Week; Support safety advocacy with industry groups; Continue to partner with others to enhance the Aerospace Industry Expo; Continue consultation on airport related industry needs.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*State Aviation Support Services*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*James Stephens*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	12 Months	
Position:	*Executive Director*	
Office Address:	*2553 Airport Blvd., West Columbia, SC 29170*	
Department or Division:	*Administration*	
Department or Division Summary:	*This department is resonsible for the overall management of programs offered through the Aeronautics Commission.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$195,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Objective Details

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
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Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 4.1.1 - Support aerospace/aviation industry and safety groups	
Performance Measure:	Continue promotion of the State's aerospace/aviation industry	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	James Stephens, Executive Director; Melody Mikell, Finance Director	
Why was this performance measure chosen?	Because of the limited funding available for the program, and because the program is about maximizing State Aviation Fund dollars.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	James Stephens, Executive Director; Melody Mikell, Finance Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Either the program meets or doesn't meet the objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	n/a	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Not being able to assist with the development of the industry within the State, and subsequently, the State loses industry growth*
Level Requires Outside Help	*When it is evident that funding is becoming limited*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*When State Aviation Funding revenue sources do not match the projected need*

Objective Details

3 General Assembly Options	*Provide additional funding necessary to continue program; Delete program; Change program management staff*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
None	*n/a*	*n/a*	*n/a*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
None		

Reporting Requirements

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	42381
Fiscal Year for which information below pertains	2015-16

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

Agency Responding							
Report #	1	2	3	4	5	6	7
Report Name:	Restructuring Report	Accountability Report	Bank Account Transparency & Accountabilitly Report	Quarterly Deficit Monitoring Review	Fees and Fines Report	Federal Project Review	FAA Quarterly Reports on Grants
Why Report is Required							
Legislative entity requesting the agency complete the report:	House Legislative Oversight Committee	Executive Budget Office				Executive Budget Office	FAA
Law which requires the report:	Section 1-30-10(G)	Provios 117.31	Proviso 117.84	Proviso 117.82 and Title 2, Chapter 79 State Agency Deficit Prevention and Recognition	Proviso 117.75	Title 2, Chapter 65 of SC Code of Laws	
Agency's understanding of the intent of the report:	Review of agencies mission, goals, strategies, objectives, and are they being met effectively	To show the mission of the agency and how it is meeting this mission.	Information on any outside bank accounts the agency has	To monitor for any potential deficits	To show revenues received by the agency	List of all federal grants for the current year, both existing and new.	To give a status update of all FAA projects and where they stand.
Year agency was first required to complete the report:				FY 2014-2015			
Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	Annually	Quarterly	Annually	Annually	Quarterly
Information on Most Recently Submitted Report							
Date Report was last submitted:	3/31/2015	9/15/2015	9/9/2015	10/27/2015	8/28/2015	1/16/2015	October, 2015
Timing of the Report							
Month Report Template is Received by Agency:	November	June	August	October	n/a	January	n/a
Month Agency is Required to Submit the Report:	January	September	October	October	September	January	
Where Report is Available & Positive Results							
To whom the agency provides the completed report:	House Committee on Oversight	Executive Budget Office	Dept of Administration	Executive Budget Office	Senate Finance Committee & House Ways and Means Committee	Executive Budget Office	FAA regional office
Website on which the report is available:	State House website	Dept. of Administration	n/a		Aeronautics web site	n/a	n/a
If it is not online, how can someone obtain a copy of it:			n/a			contact the agency directly	contact the agency directly
Positive results agency has seen from completing the report:	how well the programs are meeting the agencies goals	Helps state agencies have transparency with the public	n/a	Helps to monitor any agency that is having financial difficulty	keeps revenue transparent for the public	Details the federal grants that are in process during the current fiscal year.	

Information in all these rows should be for when the agency completed the report most recently

Restructuring Recommendations and Feedback

Agency Responding	South Carolina Aeronautics Commission
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

RESTRUCTURING RECOMMENDATIONS

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

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

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

Does the agency recommendation require legislative action?	Recommendation for restructuring

FEEDBACK (Optional)

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

Please list 1-3 benefits the agency sees in the public having access to the information requested in the Report, in the format it was requested.	Please list 1-3 benefits to agency management and employees in having all of this information available in one document.	Now that the agency has completed the Report, please list 1-3 things the agency could do differently next year (or it could advise other agencies to do) to complete the Report in less time and at a lower cost to the agency.
1	1	1
2	2	2
3	3	3

Does the agency believe this year's Restructuring Report was less burdensome than last year's?	Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency.	Please add any other feedback the agency would like to provide (add as many additional rows as necessary)
No	The report should pull more information into the associated fields. There was way to much duplication without automation.	
Why or why not?	2	
This report asked for much more than what was previously requested.	3	

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

Is Performance Measure Required?
State
Federal
Only Agency Selected

Type of Performance Measure
Outcome
Efficiency
Output
Input/Explanatory/Activity

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

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

Does the Agency have any restructuring recommendations
Yes
No

Does the agency believe this year's Restructuring Report was less burdensome than last year's?
Yes
No