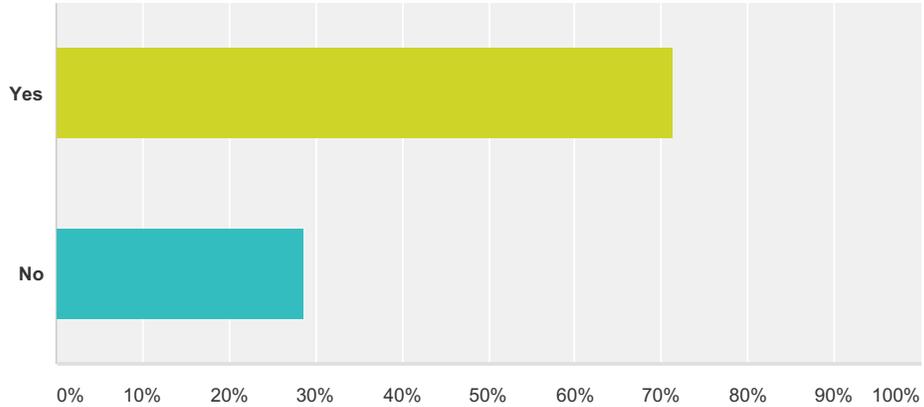


Q1 Do you believe comparing the amount the agency spends on a goal and/or objective with the performance measure results related to that objective will help the agency make adjustments to ensure the public's money is utilized as efficiently as possible?

Answered: 35 Skipped: 3



| Answer Choices | Responses |
|----------------|-----------|
| Yes | 71.43% 25 |
| No | 28.57% 10 |
| Total | 35 |

Q2 Why you believe comparing the amount the agency spends on a goal and/or objective with the performance measure results related to that objective will help the agency make adjustments to ensure that the public's money is utilized as efficiently as possible?

Answered: 21 Skipped: 17

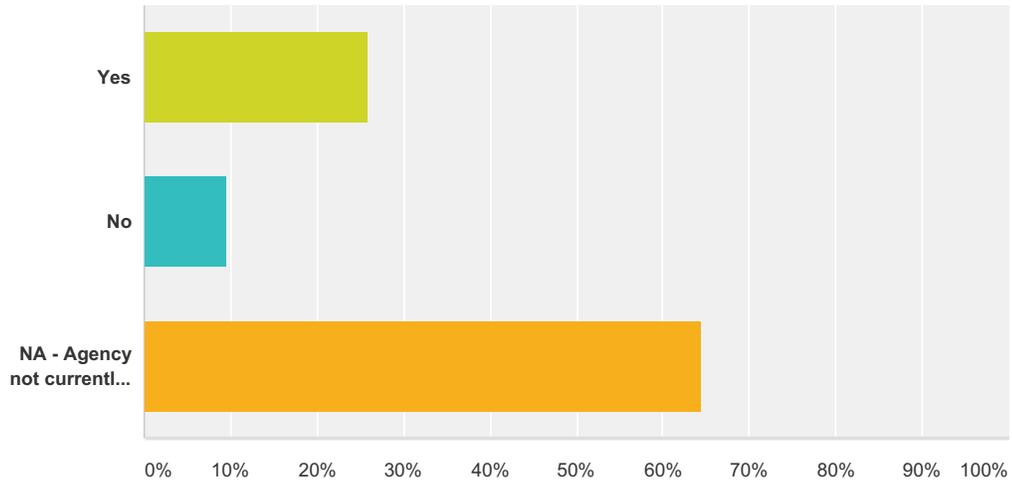
| # | Responses | Date |
|----|---|--------------------|
| 1 | While I said yes, this may not be true in all cases. It would be more helpful to look at desired outcomes rather than spending. Some goals and objectives are extremely expensive but are either required or valued by stakeholders. | 11/6/2015 4:36 PM |
| 2 | Analyzing the agency's performance annually is important. However, identifying the appropriate, relevant and comparable benchmark is more difficult and using an inappropriate benchmark could cause a misleading interpretation. | 11/6/2015 3:52 PM |
| 3 | As a general rule, the amount an agency spends on a goal and/or objective can impact the performance measure results related to that goal. And as a general rule, the outcomes associated with the performance measure results can help an agency determine the efficacy of the activity. Yet, that is not always the case. The goal and/or objective must be of such a nature that its outcome(s) are significantly influence by simply infusing additional funds into the activity. There are instances in which that direct relationship between investment/return on investment is not the case. As a safety net provider, many agencies often have costs associated with operations that do not demonstrate returns on investment (e.g. administrative overhead, program management, etc.). Also, the cost of conducting business can fluctuate without a corresponding return on investment (e.g. annual price adjustments, management contract increases, salary adjustments to approximate market rates, etc.). Additionally, certain agencies provides services that are not reimbursable, and yet, necessary (e.g. certain medical services). Agencies also provide services that are not a part of the core mission, but are equally as important (e.g. disaster response, etc.). Lastly, agencies may invest in programs that are intended to exist only in case the program is ever needed (e.g. programs designed to support specific populations of persons, etc.). There are government agency expenditures on services, programs, and missions which will be amenable to performance measurement and expenditures on services, programs, and missions which will not be amenable to performance measurement. If the intent of a performance measure is to evaluate a program that lends itself to relevant, discreet measurement, then such a comparison may be appropriate. And in so comparing, it is also important to evaluate performance measures against internal comparisons and external benchmarks, when available. Therefore, performance measures related to specific programs are relevant and should demonstrate outcomes based on investment. Performance measures will not, however, explain all of the reasons for an agency's level of total expenditures. | 11/6/2015 2:41 PM |
| 4 | Performance-based budgeting assists with accountability. It enables an agency to allocate limited resources effectively. Each activity has a related cost. By deciding on objectives and the activities necessary to accomplish them, the agency is able to determine whether the results that would be achieved are worth the investment or whether those funds could be better used elsewhere. | 11/6/2015 2:03 PM |
| 5 | By comparing an agency's goal to it's performance measurements, each agency will be held accountable for their budget results. | 11/6/2015 10:43 AM |
| 6 | It is the agency's obligation to achieve its mission to prepare and assist individuals with disabilities to achieve and maintain competitive employment in a manner that is accountable in its service delivery and its practices, and to reflect a solid return on the taxpayer's investment through successful employment outcomes for its clients. | 11/5/2015 2:10 PM |
| 7 | Because doing so is a measure of cost efficiency which should be considered when determining agencies' overall efficiency. | 11/5/2015 8:55 AM |
| 8 | a standard of review | 11/4/2015 3:39 PM |
| 9 | Time equals money; it also may show inefficiencies of the goal or whether the goal and or objective correctly states the data. | 11/3/2015 2:06 PM |
| 10 | Having a series of metrics tied to agency goals and objectives will allow the agency to assess performance and decide where their budget dollars are most efficiently and effectively allocated. | 10/30/2015 4:38 PM |

Survey on House Legislative Oversight Committee's Process

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|----|---|---------------------|
| 11 | As you know, performance measurement is one of the primary tools available which provides a baseline and gives decision makers clues as to what may happen in the future. Looking to the actual past performance and using that data to gain insight as to what may occur in the future informs decision makers and allows for real time improvements to ensure the public's money is utilized as efficiently as possible. | 10/30/2015 2:46 PM |
| 12 | Normally, a comparison of funds expended with results accomplished is an effective way to assess the efficacy of funding provided. However, this is not true if the agency does not have substantial control of business conditions and the results possible as in the case of those dependent on natural events, other entities or organizations, or other outside factors. | 10/28/2015 4:25 PM |
| 13 | There has to be a way to measure spending and whether spending goals are realistic and the agencies are using the proper resources to make sure these goals are on point. Spending could get out of control without it. | 10/28/2015 10:03 AM |
| 14 | It is critical for agencies to revisit programs and practices to ensure the needs of their consumers are being met and that tax dollars are being spent wisely. Agency heads should be responsible, transparent and good stewards of state dollars through best practices and be able to provide measurable outcomes. Where appropriate, periodic consumer surveys should be conducted in order to gauge if the agency is meeting the needs of their clients its consumers. Surveys will allow the agency to make necessary adjustments in providing services in the most effective and efficient ways possible. Different agencies have different purposes, and cost should not be the only or dominant factor in the analysis, particularly with regard to agencies providing important social services. Consideration needs to be given to multiple requirements and regulations imposed by other agencies, over which the primary agency has no control. For example, the state special schools were all established to provide specialized services for students who cannot adequately be served within a traditional school district. These schools, located in various parts of the state with varying facility costs, are regulated by licensing agencies, mandated staffing ratios, and academic requirements that vary according to specific consumer needs, making cost comparisons even among these schools an "apples and oranges" analysis. Also, control over results is heavily impacted by funding decisions of the Governor and General Assembly and by the actions of other agencies in imposing requirements or in utilizing agency services. The cost of providing services in rural areas differs from that in urban areas, yet to move all services to Columbia or Charleston to maximize cost effectiveness would do so at the peril of the economies of the rural communities. | 10/27/2015 2:47 PM |
| 15 | Accountability | 10/26/2015 2:23 PM |
| 16 | It will help the agency determine whether the goal or objective is being met with the dollars that are being allocated. | 10/26/2015 9:54 AM |
| 17 | Any accountability measure should result in some efficiency. That said, many factors (eg, procurement) are outside of agency control and may skew results. | 10/26/2015 9:06 AM |
| 18 | Funds being spent indicate the level of priority. | 10/26/2015 9:04 AM |
| 19 | This strategy will help Agencies that are not currently managing funding effectively be accountable to the dollars spent on specific objectives and goals. However, this will have little impact on my agency as we already manage the agency and funding in this manner. | 10/25/2015 1:09 PM |
| 20 | I think it's self-evident why it makes sense conceptually to connect the amount of money we spend on something with metrics that tell us whether or not we actually think we're achieving those goals. The challenge, of course, is that we tend not to do a great job in selecting the most meaningful indicators of progress. We also - especially when dealing with larger social problems - have trouble isolating the effects of any specific program or intervention on a certain social or programmatic outcome. That doesn't mean we should give up and stop doing performance measurement, but it does mean we have to be thoughtful and realistic about the limitations on the data that are available to us, along with the interactive effects that arise when multiple factors influence the individuals or entities we're assessing. | 10/24/2015 11:06 PM |
| 21 | I don't! Most people will engineer their response to achieve their desired end state! | 10/23/2015 7:32 PM |

Q3 If you are one of the ten agencies currently under study, has your experience with the House Legislative Oversight Committee affected how you consider, develop, implement, or measure your performance as an agency?

Answered: 31 Skipped: 7



| Answer Choices | Responses |
|---------------------------------------|-----------|
| Yes | 25.81% 8 |
| No | 9.68% 3 |
| NA - Agency not currently under study | 64.52% 20 |
| Total | 31 |

Survey on House Legislative Oversight Committee's Process

Q4 How has your experience with the House Legislative Oversight Committee affected how you consider, develop, implement, or measure your performance as an agency?

Answered: 24 Skipped: 14

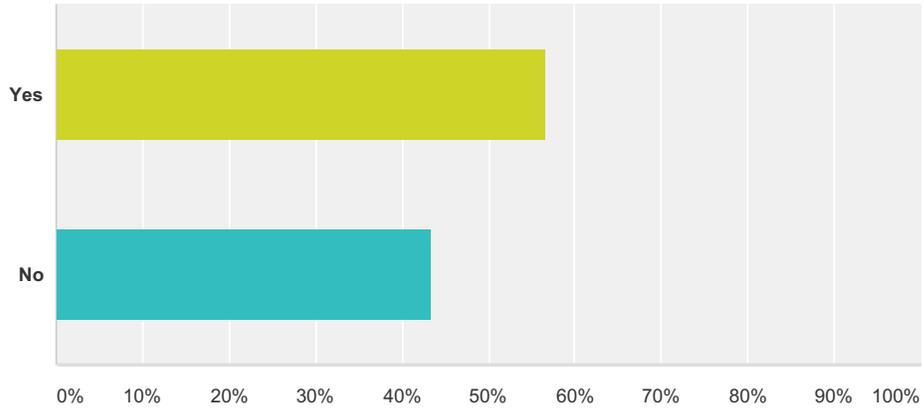
| # | Responses | Date |
|----|---|---------------------|
| 1 | This has provided another opportunity for the agency to review its structure and processes to improve the effectiveness of strategies and initiatives related to the core mission. | 11/6/2015 4:44 PM |
| 2 | Our agency is newly formed and has not had sufficient experience with the process. | 11/6/2015 3:53 PM |
| 3 | We are not an agency under study by the committee. | 11/6/2015 3:21 PM |
| 4 | Not currently under review. | 11/6/2015 2:42 PM |
| 5 | Not applicable | 11/6/2015 2:03 PM |
| 6 | It has assisted us in ensuring alignment of agency strategic planning objectives and performance measures with our resources and our commitment to efficient, effective, and quality services that balance productivity, customer service and compliance with state and federal requirements. | 11/5/2015 2:10 PM |
| 7 | Yes. That experience had caused us to be more result oriented and impacted the way we consider measuring performance. | 11/5/2015 9:00 AM |
| 8 | It may and probably will in the future, but by the time work on the Program Evaluation Report was completed and submitted to the House Legislative Oversight Committee the Accountability Report was due. There was not sufficient time to digest what the PER revealed and make substantive changes if such changes were needed. If the agency is going to operate in the future in the manner the committee appears to be heading, changes will be needed in the Accountability Report to enable the department to clearly delineate expenditures. | 11/4/2015 5:12 PM |
| 9 | It has not. | 11/3/2015 2:06 PM |
| 10 | N/A - we do not have enough experience with the Committee to be able to respond to this question | 10/30/2015 4:40 PM |
| 11 | N/A | 10/30/2015 2:47 PM |
| 12 | Our agency is not currently being studied, but preparing the information requested by the Committee enabled the agency to more closely consider its mission and whether it was on task and how it was measuring its accomplishments. | 10/28/2015 4:28 PM |
| 13 | N/A | 10/28/2015 10:03 AM |
| 14 | No contact | 10/27/2015 5:34 PM |
| 15 | As indicated in the agency's response on the restructuring report, the agency has reporting requirements related to a number of agencies. As new questionnaires or reporting requirements are imposed, the agency strives to collect the information in the format requested. The questions raised in the restructuring report of the House Legislative Oversight Committee has forced led the agency to revisit all programs to determine if they are measurable. As a result, quarterly consumer survey questions were adjusted to reflect the new questions and to further assist in gauging success and areas needing improvement. The restructuring report provided an opportunity to suggest changes to statutes or regulations to provide operational flexibility that would be more cost effective. | 10/27/2015 2:50 PM |
| 16 | Completing the PER provided insight on what SCCB was measuring and opened discussions with Senior Leadership on what they felt would be more productive in measuring to assist the agency in achieving the mission statement. Reviewing what the House Legislative Oversight Committee was asking for in the PER assisted in developing a new Strategic Plan, implementing monthly team meetings to track progress, and very specific measures to assist in reaching the new goals. SCCB is also developing a tracking system to continually measure and track much of the information requested on the PER as it will provide the agency with an ongoing overall picture of our progress. | 10/27/2015 11:58 AM |
| 17 | It has helped solidify a systematic approach. | 10/26/2015 2:24 PM |
| 18 | Helps ensure I look critically at performance and obtain explanatory information to support or change course as needed. I want to make it I can answer questions. | 10/26/2015 11:18 AM |
| 19 | Continue to use metrics of outputs and results to compare to objectives. | 10/26/2015 10:28 AM |

Survey on House Legislative Oversight Committee's Process

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|----|---|---------------------|
| 20 | Caused us to take a closer look at the data and results. | 10/26/2015 9:05 AM |
| 21 | No impact at this stage, although my agency has not yet gone through the review process. I would say that it's not very helpful to have the House and Senate now using separate oversight reports that don't conform to what the Executive Budget Office uses. Having all these separate formats and reporting schemes takes up a lot of time among agency leadership that could be more productively used. | 10/24/2015 11:10 PM |
| 22 | Most organizations will provide the information, BUT will manage their actual performance measures in other ways! | 10/23/2015 8:19 PM |
| 23 | Instead of a single year strategic plan, our agency is developing a long range plan that expands beyond 1 year. | 10/23/2015 7:51 PM |
| 24 | It encouraged us to focus on identifying meaningful performance metrics that we expect will produce improvements in performance. | 10/23/2015 6:13 PM |

Q5 Has someone from your agency ever contacted House Legislative Oversight Committee staff with a question about the oversight process?

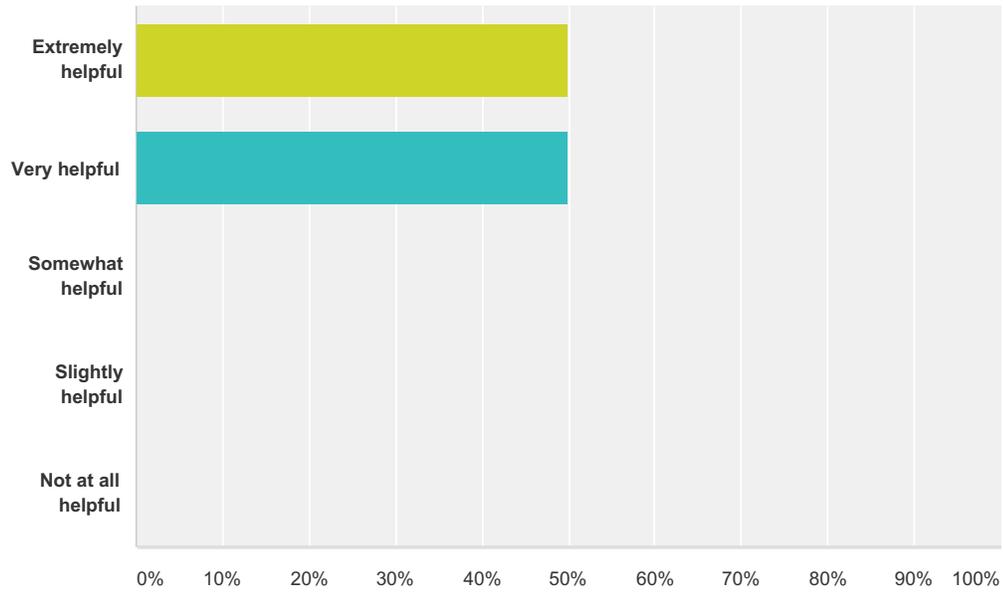
Answered: 30 Skipped: 8



| Answer Choices | Responses | |
|----------------|-----------|-----------|
| Yes | 56.67% | 17 |
| No | 43.33% | 13 |
| Total | | 30 |

Q6 How helpful was Committee staff?

Answered: 18 Skipped: 20



| Answer Choices | Responses |
|--------------------|-----------|
| Extremely helpful | 50.00% 9 |
| Very helpful | 50.00% 9 |
| Somewhat helpful | 0.00% 0 |
| Slightly helpful | 0.00% 0 |
| Not at all helpful | 0.00% 0 |
| Total | 18 |

Survey on House Legislative Oversight Committee's Process

Q7 Please list any comments, concerns, or suggestions you may have about the House Legislative Oversight Committee's process. Your responses will be quoted verbatim in a Committee report.

Answered: 19 Skipped: 19

| # | Responses | Date |
|----|---|--------------------|
| 1 | We appreciate the Committee's interest and monitorship of state agency activities to provide the best services possible to the citizens of South Carolina. We found Committee Members and staff to be helpful and responsive to inquiries and concerns expressed during the process. | 11/6/2015 4:47 PM |
| 2 | No comments. | 11/6/2015 3:22 PM |
| 3 | The initial Restructuring and Seven-Year Plan Report (Initial Report) was a comprehensive overview of the agency. Given the extensive amount of staff time and effort required to complete the Initial Report and the unchanging nature of much of that information, future updates may be more easily facilitated by requesting only changes to the initially reported information. Also, given the volume of the information initially requested, a limited-scope survey that reports only information relevant to the study may reduce the burden not only on the Agency, but also on House Legislative Oversight staff and the Committee of reviewing and analyzing such voluminous amounts of information. | 11/6/2015 2:45 PM |
| 4 | This agency has not been a part of the process, so we have no comment at this time. | 11/6/2015 2:04 PM |
| 5 | It would be helpful to have a scheduled question/answer forum for all new reporting processes. | 11/6/2015 10:49 AM |
| 6 | This has been and will continue to be a learning process for both the House Legislative Oversight Committee and all state agencies until all agencies have undergone the process. As the committee develops a uniform and consistent methodology, the requirements placed on state agencies to provide data in a stylized format will become less time consuming and require less input from a variety of interdepartmental sources. | 11/4/2015 5:13 PM |
| 7 | This has been and will continue to be a learning process for both the House Legislative Oversight Committee and all state agencies until all agencies have undergone the process. As the committee develops a uniform and consistent methodology, the requirements placed on state agencies to provide data in a stylized format will become less time consuming and require less input from a variety of interdepartmental sources. | 11/4/2015 5:00 PM |
| 8 | is it possible to keep the politics out of the review? | 11/4/2015 3:40 PM |
| 9 | The request for information from agencies not chosen to participate in the first round was a duplication of information already available through annual accountability reports filed in previous years or since the recent Accountability Report guidelines change in 2014. This information may also be found in budget requests. The requests were more often busy work, rather than getting to the goal of providing salient information to the committee that shows the agencies accountability. | 11/3/2015 2:10 PM |
| 10 | No comments at this time. | 10/30/2015 2:47 PM |
| 11 | Our agency is being studied by the Senate Oversight Review Committee. We prepared a large amount of information for both the Senate and House Committees that required much duplicate work and many days and weeks sometimes with short deadlines that had to be met with very limited staffing capacity. We suggest the House and Senate coordinate their review processes and request the same information if possible to avoid duplicate work and time required away from other agency functions and mission accomplishment. | 10/28/2015 4:41 PM |
| 12 | The complexity of the restructuring report instructions and forms and the level of detail required to prepare a 68-page report, including cross-referencing to five different matrices using two separate document formats (Word and Excel), within a 28-day timeframe to respond required the involvement of many key staff and leadership volunteers and certainly had a disparate impact on a small agency with very limited staff. | 10/27/2015 2:52 PM |

Survey on House Legislative Oversight Committee's Process

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|----|--|---------------------|
| 13 | <p>There was a great deal of repetitive information in the report and because the formatting on each worksheet was not the same, copying and pasting was not possible on all worksheets. If the report could have been set up to allow entering of the information just once and have it placed on the various worksheets automatically it would have saved several hours of work. The budget section was also very difficult to complete because in the SCCB programs many of the performance measures apply to more than one area of service. For us to determine the amount of money spent on a specific measure would require ongoing tracking of time spent performing the task in each program, by each individual staff member, and then calculating the cost based on individual rate of pay. Several of our performance measures are calculated by program, as is our budget, because tasks such as increasing community supports and increasing the number of employers we place our clients with, are activities that vary in the amount of time spent by staff on a daily basis. Therefore attempting to break the budget down by performance measure is not conducive to time well spent. On the positive side, the Committee was extremely helpful to all 3 people from SCCB who called for clarification on the various sections of the report. They listened to the concern and assisted in finding a workable solution.</p> | 10/27/2015 11:59 AM |
| 14 | <p>Requires a considerable amount of staff time and effort, and other requirements still exist that make responding timely very difficult. Capacity is a concern.</p> | 10/26/2015 9:07 AM |
| 15 | <p>The information requested by the Committee appears to be similar to information that was previously reported in Agency Accountability Reports, which we believe were a helpful, streamlined approach to accountability, review, and planning for Agencies. The Accountability Reports were based on the widely recognized Malcolm Baldrige criteria which has been vetted and has proven effective when used in an honest, ethical manner to improve an agency's performance.</p> | 10/25/2015 1:16 PM |
| 16 | <p>It's all too common in government to mistake paperwork and additional reporting requirements for accountability. As this process continues to develop, it's important that we not bury agency leadership under more paper. Filling in a bunch of forms or annual reports isn't likely to result in new efficiencies. I hope that as this process evolves, it will be used constructively and not in the theatrical or overtly political ways that we've tended to see oversight hearings play out in the U.S. Congress.</p> | 10/24/2015 11:16 PM |
| 17 | <p>We spend more time creating worthless metrics and data to measure legislative requirements unrelated to critical functions. Have not seen them used as a tool correctly lately.</p> | 10/23/2015 8:24 PM |
| 18 | <p>The LOC process has afforded our agency the opportunity to review and consider 10 years of past data. The process has also afforded our agency the opportunity to consider a strategic plan that is more long range in nature. The past process within our agency was more short range in nature; however, the long range planning process is needed and should ultimately benefit the agency.</p> | 10/23/2015 7:55 PM |
| 19 | <p>It would be very helpful if agencies were to be provided more direction and training on completing the forms and reports that the Committee is using in the oversight process.</p> | 10/23/2015 6:52 PM |