
From: House Committee on Legislative Oversight
Sent: Monday, June 20, 2016 5:02 PM
To: House Committee on Legislative Oversight
Subject: House Legislative Oversight Committee - Annual Restructuring Report and Annual Request for Information
Attachments: 2015-16 Accountability Report - Templates (Excel).xlsx; 2015-16 Accountability Report - Submission Form (Word).docx; 2015-16 Accountability Report - Technical Assistance (June 13, 2016).PDF; 2015-16 Accountability Report - Guidelines (June 13, 2016).PDF; Annual RFI Instructions (June 20, 2016).docx; Annual Request for Information (RFI).xlsx

Dear Agency Heads:

Your agency submits a Restructuring Report to the House Legislative Oversight Committee by the first day of session pursuant to state statute. This year, the House Legislative Oversight Committee worked with the South Carolina Department of Administration to integrate and combine many aspects of the Annual Restructuring Report into the Annual Accountability Report. Therefore, **to fulfill the agency's responsibility to complete a Restructuring Report, please complete, by the deadline stated in the document, the attached Accountability Report.**

To ensure information on the House Legislative Oversight Committee's website remains current, attached is an Excel document, titled, "Annual Request for Information." For an agency which has either had a full Committee report issued or received written notification the agency is under study by the Committee, please consider the attached document a formal Request for Information pursuant to SC Code 2-2-50. Submission of the completed document is due Thursday, December 1, 2016. Completion of this document is optional for all other agencies (i.e., those who have not begun the study process with the House Legislative Oversight Committee).

While completion of the document titled "Annual Request for Information" is optional for most agencies, please note this information, for several years back, will be requested when agencies are under study. While the submission date is several months in advance, we encourage you to review what is requested in the document titled "Annual Request for Information" as you may want to gather this information at the same time you gather information responsive to the Accountability Report.

We encourage you to visit the [Committee's website](#) to view how the information from each agency will be utilized during a study as well as once a full Committee report has been issued. Also, the website contains documents compiling all of the agency's missions and visions; goals; and customer segments. This information may be useful to your agency when updating your strategic plan.

Thank you for your continued cooperation and partnership in the oversight process. If you have any questions please do not hesitate to contact Committee staff.

Sincerely,
Wm. Weston J. Newton

INTRODUCTION

The format for agencies' annual accountability reports is governed by aspects of both permanent and temporary law. The relatively brief passages identify two key purposes of these reports; they must provide the Governor and General Assembly with information that supports their analysis of the budget and ensure that the Agency Head Salary Commission has a basis for its decisions.

In terms of required content, the law's demands are limited:

- The reports "must contain the agency's or department's mission, objectives to accomplish the mission, and performance measures that show the degree to which objectives are being met." (§1-1-820 of SC Code of Laws)
- Agencies must "identify key program area descriptions and expenditures and link these to key financial and performance results measures." (Proviso 117.29 FY 2015-16)

FRAMEWORK CHANGES

Annual accountability reports serve as a major tool to institute a statewide performance management system with an objective to ensure continuous improvement in government operations, programs and services. This is an evolutionary process and requires gradual changes in the reporting format as the state moves forward in accomplishing its Accountability and Transparency Initiative.

Although the key technical elements of the annual accountability report remain largely similar to the previous year's format, there are two significant strategic changes in the framework and intent of the report. These changes are explained below.

I. STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES:

South Carolina government has a number of goals, priorities and key initiatives that transcend agency and other organizational boundaries. These enterprise-level strategic objectives provide important input into agency planning processes, serve as a baseline for assessing progress on key issues and require cooperative effort in order to affect performance in a meaningful way. The new changes in the annual accountability report framework intend to highlight South Carolina's highest statewide strategic objectives. Now agencies are required to link to these Enterprise Strategic Objectives in their own strategic planning and identify **at least two agency-level** future-looking goals that create a stronger link between the high-level objectives and agency objectives. Agencies may identify any additional agency-

level goals that may not be directly associated with the Statewide Enterprise Strategic Objectives, but are important enough to accomplish the agency’s vision and mission. The technical features of the strategic planning template and how to form **S.M.A.R.T [Specific, Measurable, Attainable, Relevant and Time-bound]** goals and objectives are explained further in this document and attached informational material.

The Figure 1 lists Statewide Enterprise Strategic Objectives for the State of South Carolina.

FIGURE 1. STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES



II. INTEGRATION OF ANNUAL ACCOUNTABILITY AND RESTRUCTURING REPORTS:

Agencies allocate significant resources to fulfilling annual reporting requirements. Therefore, the House Legislative Oversight Committee and the South Carolina Department of Administration (Admin) have formed a partnership to integrate and refine various sections of the annual accountability report to incorporate requirements of the annual restructuring report. The purpose of this integration is to minimize agencies creating and reporting information in duplicate and to maximize the usefulness of the annual reports to the public and policymakers. The new components of the integrated reporting are explained further in this document.

SUBMISSION PROCESS

All forms should be submitted electronically **by September 15, 2016** to Lauren Henry (Lauren.Benjamin@admin.sc.gov) in both the original format (Word or Excel) and saved as a PDF for online reporting. The signed copy of the Submission Form should be mailed to: Lauren Henry, Executive Budget Office, Edgar A. Brown Building, Suite 529, Columbia, SC 29201. Please direct any questions about this process to **Abhijit “Abhi” Deshpande** (Abhijit.Deshpande@admin.sc.gov ; (803)737-0699) or your agency’s EBO analyst.

COMPLETING THE SUBMISSION FORM AND THE AGENCY’S DISCUSSION AND ANALYSIS SECTION

The Submission Form is a Word document; the remaining elements of the accountability report will be completed in Excel. Double-click on the document’s header to enter your agency’s name, code and section number. In the main body of the form, please provide your agency’s mission statement and contact information. An agency with a governing board or commission should have its submission signed by both the Agency Head and the Board/Commission Chair.

The “Agency’s Discussion and Analysis” section provides agency leadership with an opportunity to comment on internal and external factors affecting the agency’s performance in the past year, the agency’s current efforts and the associated results (referencing information presented elsewhere in the accountability report), and any plans now under development to introduce additional changes. An organization chart showing the structure and **the first three levels of chain of command** of your agency must be included in this section. The organization chart must include **title of the position** and the **name of employee** who holds that particular position.

The “Agency’s Discussion and Analysis” section requires agency to identify and explain the following **two subsections**.

- I. **Risk Assessment and Mitigation Strategies:** In this subsection, the agency is required to identify the potential most negative impact on the public as a result of the agency’s failure in accomplishing its goals and objectives. The agency also should explain the nature and level of outside help it may need to mitigate such negative impact on the public. Lastly, the agency should list three options for what the General Assembly could do to help resolve the issue before it became a crisis.
- II. **Restructuring Recommendations:** In this subsection, if the agency responded yes to the Restructuring Recommendations box on the Submission Form, list the recommendation(s) for internal or law changes and address the need or reason for the proposed restructuring, provide any data to support the agency’s reasoning and outline a plan to implement the restructuring recommendation(s).

The “Agency’s Discussion and Analysis” section, including two subsections **should NOT exceed 8 pages, or no more than 10 pages when including any charts or graphs.**

COMPLETING THE STRATEGIC PLANNING TEMPLATE

The Strategic Planning Template is an Excel spreadsheet. Begin by entering your agency's name, code and section number into the shaded fields at the top of the form. The rest of the templates are programmed to automatically display this information at the beginning of each template. Each row of this spreadsheet will format itself based upon the value selected under the "Type" heading in Column A. As shown in Figure 2, use the drop-down arrow to select "G" for a goal, "S" for a strategy, or "O" for an objective.

FIGURE 2. GOAL, STRATEGY OR OBJECTIVE DROP-DOWN ARROW

5	Type	<u>Item #</u>		
6		Goal	Strat	Object
7				
8	G			
9	S			
10	O			
11				

Items should be numbered in the "1.1.1" format as shown in Figure 3. The second objective under the third strategy that supports an agency's first goal would be identified as "1.3.2". Please number each item in the appropriate column, as demonstrated in Figure 3.

FIGURE 3. NUMBERING GOALS, STRATEGIES AND OBJECTIVES

5	Type	<u>Item #</u>		
6		Goal	Strat	Object
7	G	1		Provide custody
8	S	1.1		Create a safe
9	O		1.1.1	Conduct

Agencies are required to identify at least **two agency-level goals** that are directly associated with one of Statewide Enterprise Strategic Objectives. As shown in Figure 4, use the drop-down arrow under the "Associated Enterprise Objective" heading in Column E to select associated enterprise objective for "E" row of the spreadsheet.

FIGURE 4. ASSOCIATED ENTERPRISE OBJECTIVE DROP-DOWN

Type	Goal	<u>Item #</u> Strat	Object	Associated Enterprise Objective
G	1			Healthy and Safe Families
S		1.1		
O			1.1.1	
O			1.1.2	
S		1.2		
O			1.2.1	
G	2			Government and Citizens
S		2.1		
O			2.1.1	

Figure 5 provides an example of an agency's Strategic Planning Template after the first several entries have been made.

FIGURE 5. SAMPLE STRATEGIC PLANNING TEMPLATE

Agency Name:		Department of Health and Human Services				Fiscal Year 2016-17	
Agency Code:		J020		Section:	033		Accountability Report
Strategic Planning Template							
Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description		
G	1			Healthy and Safe Families	Provide better health outcomes for Medicaid beneficiaries		
S		1.1			Expand the use of value-based payment methodologies		
O			1.1.1		Provide at least 12% of managed care payments using a value-based approach		
O			1.1.2		Increase the percentage of HEDIS withhold metrics at or above the 50th percentile by 2% annually		
S		1.2			Build upon the success of the Birth Outcomes Initiative		
O			1.2.1		Reduce the number of low birth weight babies by 3%		
G	2			Government and Citizens	Provide outstanding member services		
S		2.1			Use new technologies to improve the member service experience		
O			2.1.1		Increase the number of online applications by 10%		

**** Please delete any unused rows up to Row 300 before submitting the template. ****

COMPLETING THE PERFORMANCE MEASUREMENT TEMPLATE

The Performance Measurement Template is an Excel spreadsheet. Items should be numbered in sequence, although the order in which they are presented is not important – they do not need to be organized by goal or objective, for instance. The “Performance Measure” field in Column B is essentially the title of the measure.

The next five columns (C-F) are all related. Each value for a measure should be reported in a way it can be meaningfully compared to the other years' values. For instance, if an agency captures information for a particular measure on a quarterly basis and uses the March 31, 2016 record as the “Actual Value” because the June 30, 2016 information is not yet available, then the “Target Value” “Future Target Value” data should be as of March 31, 2016 and 2017, respectively.

Target Value: The aspirational value to be achieved as of June 30, 2016 or another reference date in FY 2015- 16.

Actual Value: The actual current value (compared to aspirational value) as of June 30, 2016 or another reference date in FY 2015-16.

Future Target Value: The aspirational value to be achieved as of June 30, 2017 or another reference date in FY 2016-17.

Time Applicable: This field should identify the date or time period for which the three reported values apply. For instance, it might state “June 30” if a snapshot value is taken on the final day of each year or “July 1 – June 30” if the values encompass the entire fiscal year.

Figures 6 and 7 provide an illustration of how an agency might report on several performance measures.

FIGURE 6. SAMPLE PERFORMANCE MEASUREMENT TEMPLATE - VALUES

Agency Name:		Department of Health and Human Service			
Agency Code:		J02	Section:		033
Item	Performance Measure	Target Value	Actual Value	Future Target Value	Time Applicable
1	Maintain General Fund Expenditures within 3% of forecast	2.31%	2.68%	2.25%	7/1/2015-6/30/2016
2	Increase the number of online applications by 10%	61,014	62,264	68,490	7/1/2015-6/30/2016
3	Improve employee engagement scores by 5%	39.90%	42.69%	44.83%	7/1/2015-6/30/2016

In the “Data Source and Availability” field as shown in Figure 7, agencies should explain how and from where the information is gathered for a particular measure, along with how often that information is updated. For example, the State Museum’s point-of-sale systems may produce daily reports which are reviewed weekly or monthly by agency staff; this would be noted under “Data Source and Availability.”

In some cases, agencies — or their sources — must perform one or more calculations in order to convert raw data into a performance measure value that will appear in this report. This process should be noted in the “Calculation Method” field. For instance, the Department of Health and Human Services’ most recent accountability report contained a performance measure on “Percent of processing electronic claims submissions within 14 days,” along with an explanation of how this value was calculated [# of suspended electronic claims in iFlow over 30 days / total monthly submission of electronic claims]. The formula used to develop this statistic would be presented in Column H. Finally, a performance measure may be associated with one or more of an agency’s objectives; any objective with a significant nexus should be identified in Column I.

FIGURE 7. SAMPLE PERFORMANCE MEASUREMENT TEMPLATE – METADATA

Agency Name:		Department of Health and Human Service				Fiscal Year 2015-16 Accountability Report		
Agency Code:		J02	Section:		033	Performance Measurement Template		
Item	Performance Measure	Target Value	Actual Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)
1	Maintain General Fund Expenditures within 3% of forecast	2.31%	2.68%	2.25%	7/1/2015-6/30/2016	Business Objects - Monthly	((Appropriation - Actuals)/forecast)*100	3.1.1, 2.2.3
2	Increase the number of online applications by 10%	61,014	62,264	68,490	7/1/2015-6/30/2016	Electronic Document Management System - Annually	Total Online Apps Submitted	2.1.1, 3.2.2, 1.1.3
3	Improve employee engagement scores by 5%	39.90%	42.69%	44.83%	7/1/2015-6/30/2016	Third party engagement survey administered in fall - Annually	Calculated as part of third party engagement survey that generates an "Overall Engagement Score"	4.2.1, 2.2.1

**** Please delete any unused rows up to Row 300 before submitting the template. ****

COMPLETING THE PROGRAM TEMPLATE

The Program Template shown in Figure 8 is an Excel spreadsheet. Agencies should identify each program in Column A, based upon how they were identified in the FY 2015-16 Appropriations Act. A standalone roman numeral would be considered a discrete program if not further divided into lettered items, as “I. General Administration” appears in Figure 8 below. Programs that have been separated into lettered items should be reported at that level, such as “II.A. Community Mental Health.” Reporting should not be more granular than this. For instance, a program III.B. that appears in the budget with sub-items III.B.1., III.B.2., and so on should be reported on a consolidated basis in the Program Template at the III.B. level. If necessary, add an “All Other Items” as the final program to capture any additional expenditures not included above, such as certain special items.

Provide a brief summary of each program’s purpose in Column B, followed by each program’s **FY 2015-16 (Actual) and FY 2016-17 (Projected)** expenditures in the following columns. The totals in Columns F and J will be automatically calculated by the template. Finally, the relevant objectives for each program should be identified in Column K.

****Please delete any unused rows up to Row 100 before submitting the template.****

FIGURE 8. SAMPLE PROGRAM TEMPLATE

Agency Name:		Department of Mental Health									Fiscal Year 2015-16 Accountability Report							
Agency Code:		J12		Section:		035							Program Template					
Program/Title		Purpose		FY 2015-16 Expenditures (Actual)				FY 2016-17 Expenditures (Projected)				Associated Objective(s)						
				General	Other	Federal	TOTAL	General	Other	Federal	TOTAL							
I. General Administration	Primarily provides for long-range planning, performance and clinical standards, evaluation and quality assurance, personnel management, communications, information resource management, legal counsel, financial, and procurement.	\$	2,747,595	\$	434,491	\$	-	\$	3,182,086	\$	3,186,788	\$	201,688	\$	-	\$	3,388,476	1.3.1, 2.3.1, 2.3.2, 3.1.1
II.A. Community Mental Health Centers	Services delivered from the seventeen mental health centers that include: evaluation, assessment, and intake of consumers; short-term outpatient treatment; and continuing support services.	\$	52,048,239	\$	60,770,164	\$	7,692,223	\$	120,510,627	\$	57,735,669	\$	61,147,895	\$	8,343,551	\$	127,227,116	1.1.1, 1.1.2, 1.1.3, 1.3.1, 1.3.2, 1.3.3, 1.3.4, 2.2.1, 3.2.1, 3.2.2, 3.3.3
II.B. Inpatient Psychiatric	Services delivered in a hospital setting for adult and child consumers whose conditions are severe enough that they are not able to be treated in the community.	\$	37,249,943	\$	45,367,853	\$	59,987	\$	82,677,783	\$	41,010,537	\$	47,782,645	\$	-	\$	88,793,182	1.1.1, 1.2.2, 2.1.1, 2.3.1, 2.3.2
II.C. Tucker/Dowdy	Residential care for individuals with mental illness whose medical conditions are persistently fragile enough to require long-term nursing care.	\$	3,713,258	\$	11,675,585	\$	-	\$	15,388,843	\$	4,526,621	\$	12,285,375	\$	-	\$	16,811,996	All Goal 3 objectives

COMPLETING THE LEGAL STANDARDS TEMPLATE

The Legal Standards Template is an Excel spreadsheet. Agencies are required to 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 (Column E thru H). Figure 9 provides an illustration of how an agency might report on the Legal Standards Template. Use the drop-down arrows under the “Jurisdiction” heading in Column C and “Type of Law” heading in Column D to select

appropriate answers. Agencies should identify programs associated with Laws in Column I, based upon how they were identified in the FY 2015-16 appropriations act.

FIGURE 9. SAMPLE LEGAL STANDARDS TEMPLATE

Agency Name:		Department of Juvenile Justice		Fiscal Year 2015-16 Accountability Report	
Agency Code:		N120	Section:	067	
Legal Standards Template					
Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Associated Program(s)
1	63-19-320	State	Statute	Establishes DJJ as a member of the Governor's Cabinet - Director appointed by the Governor and serves at the will and pleasure of the Governor	Administration Division
2	63-19-330(A)	State	Statute	Establishes authority of the Director to set policy and empowers the Director to employ persons necessary to perform all responsibilities of the department	Administration Division, Parole Division, Community Services,
3	63-19-1840	State	Statute	Establishes DJJ's authority to provide parole supervision services.	Parole Division, Community Services

COMPLETING THE CUSTOMER TEMPLATE

The Customer Template is an Excel spreadsheet. Agencies are required to list its customer segments by agency divisions or major programs. The customer segments are pre-defined in categories, including Executive Branch or State Agencies, Legislative Branch, Judicial Branch, Local Governments, School Districts, General Public, Industry and Professional Organization. Figure 10 provides an illustration of how an agency might complete the Customer Template. Use the drop-down arrows under “Customer Segments” headings in Column E to select appropriate response(s). If a division or program serves multiple sets of customers, please use separate rows to indicate each segment individually. If agencies serve the General public, industry, and/or professional organization, please specify details of these customers in Column F (Name, Demographics—Age, Gender, Income levels, Education levels, etc.).

FIGURE 10. SAMPLE CUSTOMER TEMPLATE

Agency Name:		Department of Administration		Fiscal Year 2015-16 Accountability Report	
Agency Code:		D50	Section:	93	
Customer Template					
Divisions or Major Programs	Description	Service/Product Provided to Customers	Customer Segments	Specify only for the following Segments: (1) Industry Name; (2) Professional Organization Name; (3) Public; Demographics.	
Executive Budget Office	This division is responsible for the development of the Governor's budget and oversight of the annual state budget for South Carolina.	Assisting the development of the Governor's Budget; Oversight of the annual state budget for all State agencies	Executive Branch/State Agencies		
Executive Budget Office	This division is responsible for the development of the Governor's budget and oversight of the annual state budget for South Carolina.	Completing state budget surveys	Professional Organization	National Association of State Budget Officers (NASBO)	
Division of Technology	DTO is tasked with helping to facilitate the delivery of technology, security and privacy-related services and solutions to governmental entities throughout the state.	Delivering technology, security and privacy-related services and solutions to governmental entities throughout the state.	Executive Branch/State Agencies		
Division of Technology	DTO is tasked with helping to facilitate the delivery of technology, security and privacy-related services and solutions to governmental entities throughout the state.	Instituting industry best practices and solutions in the government operations	Industry	Software and Information Technology (SAP); Information Technology Consulting (Deloitte)	

COMPLETING THE PARTNER TEMPLATE

The Partner Template is an Excel spreadsheet. Agencies are required to list all entities the agency is currently working with that help the agency accomplish its vision and mission. Figure 11 provides a snapshot of the Partner Template that an agency would be required to complete. Use the drop-down arrow under “Type of Partner Entity” heading in Column B to choose the correct classification of partner organization. Under the “Description of Partnership” from Column D thru Column I, explain the ways the agency works with the entity (name of projects, programs, initiatives, etc.) which help the agency accomplish its vision and mission. 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 instance, 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.

FIGURE 11. SAMPLE PARTNER TEMPLATE

Agency Name:	0			Fiscal Year 2015-16 Accountability Report
Agency Code:	0	Section:	000	Partner Template
Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Objective(s)	

COMPLETING THE REPORT TEMPLATE

The Report Template is an Excel spreadsheet. Agencies should list all reports, if any, that they are required to submit to a federal, state, local or outside entity on a regular basis. Figure 12 provides a snapshot of the Report Template that an agency would be required to complete. Use the drop-down arrows under “Type of Entity” heading in Column D and “Reporting Frequency” heading in Column E to choose the correct response to these fields. In Column G, agencies should summarize the information requested in the report. Under “Method to Access the Report” in Column H, agencies should explain how someone may obtain a copy of report (web link or paper copy).

FIGURE 12. SAMPLE REPORT TEMPLATE

Agency Name:	0			Fiscal Year 2015-16 Accountability Report			
Agency Code:	0	Section:	000	Report Template			
Item	Report Name	Name of Entity Requesting the Report	Type of Entity	Reporting Frequency	Submission Date (MM/DD/YYYY)	Summary of Information Requested in the Report	Method to Access the Report

COMPLETING THE OVERSIGHT REVIEW TEMPLATE

The Oversight Review Template is an Excel spreadsheet. Agencies should list all external or internal reviews, audits, investigations or studies (“Oversight Reviews”) of the agency which occurred during the past fiscal year (FY 2015-16). Figure 13 provides a snapshot of the Oversight Review Template that agencies would be required to complete. Use the drop-down arrow under “Type of Entity” heading in Column C to choose the correct response to the field. Under “Method to Access the Oversight Review Report” in Column F, agencies should explain how someone may obtain a copy of review report (web link or paper copy).

FIGURE 13. SAMPLE OVERSIGHT REVIEW TEMPLATE

Agency Name:	0			Fiscal Year 2015-16 Accountability Report
Agency Code:	0	Section:	000	Oversight Review Template
Item	Name of Entity Conducted Oversight Review	Type of Entity	Oversight Review Timeline (MM/DD/YYYY to MM/DD/YYYY)	Method to Access the Oversight Review Report

TECHNICAL ASSISTANCE SESSIONS

The Executive Budget Office of the Department of Administration and the House Legislative Oversight Committee will organize technical assistance sessions for agency leaders on the report’s new format and its use for an agency planning, management and evaluation process. Senior management and individuals, who complete the strategic planning template and the major program template, are **strongly recommended** to attend technical assistance sessions in July and August of 2016. The training schedule will be communicated to all agencies in late June.

DEVELOPING AGENCY GOALS, STRATEGIES AND OBJECTIVES

The focus of agency's goals, strategies and objectives should be future-looking and they should communicate agency's long-term strategic priorities, approaches and actions to be implemented for the upcoming fiscal year (FY 2016-17). The agencies are required to apply the following set of common definitions and the **S.M.A.R.T.** framework (Figure 1) to form their goals, strategies and objectives. The **S.M.A.R.T.** framework calls for the creation of goals and objectives that are **specific, measurable, attainable, relevant and time-bound** in nature.

GOAL:

- A broad expression of a central, strategic priority for an agency; a statement of what the agency hopes to achieve – typically in the long-term – that is qualitative in nature.
- At the highest level, each agency's goals should logically and naturally derive from the agency's mission statement.
- Ideally **3-5 high-level goals** are recommended.

STRATEGY:

- A concise statement of a high-level approach an agency is taking in pursuit of a goal.
- A descriptive, complex action compromised of multiple action steps.
- Starts with action verbs such as develop, design, establish, enhance, implement etc.
- Includes details such as budget, staffing, IT plan, marketing campaign etc.
- Ideally **2-4 strategies** are recommended per goal.

OBJECTIVE:

- A specific, measurable and achievable description of an effort that the agency is actively implementing over a defined period of time as part of a broader strategy to meet a certain goal.
- Ideally **3-5 objectives** are recommended per strategy.

FIGURE 1. S.M.A.R.T FRAMEWORK

SPECIFIC:

- Who is to be involved? What is to be accomplished? Where is it to be done? When is it to be done?
- A specific goal/objective is distinct and defines as much of the goal/objective as possible and contains no ambiguous language.
- It will state exactly what the agency intends to accomplish.

MEASURABLE:

- From X and To Y, How much/many? How will you know when it is accomplished?
- Includes base-line data and a target toward which progress can be measured.

ATTAINABLE:

- Should be a realistic possibility that a goal/objective can be accomplished.
- Does NOT mean or imply that goals /objectives should be easy. On the contrary, a goal/objectives should be challenging.
- A goal that can no longer be achieved should be altered or abandoned.

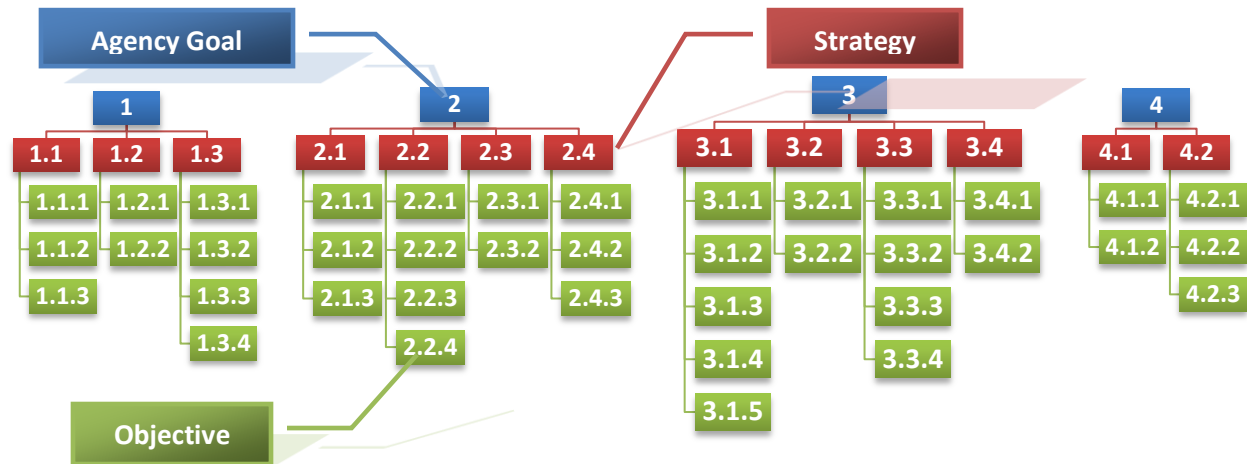
RELEVANT:

- Goals/objectives should be appropriate to and consistent with the mission and vision of the agency.
- Each goal/objective should be one that moves the agency toward the achievement of its vision.
- All short-term goals must be relevant and consistent with the longer-term and broader goals of the agency.

TIME-BOUND:

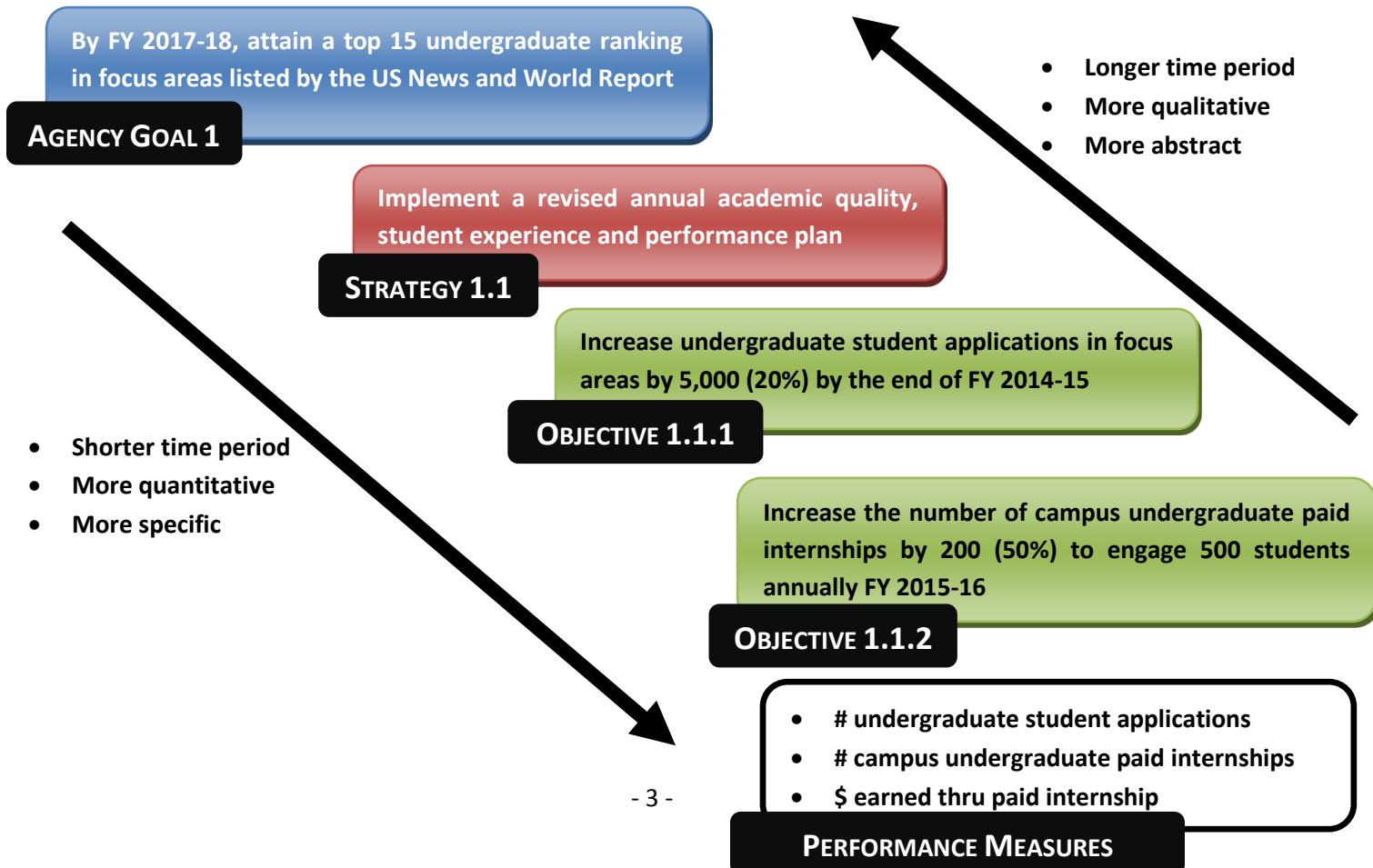
- Finally a goal/objective must be bound by time. That is, it must have a starting and ending point.
- Includes time-bound baseline and target (X as of date to Y by date).

FIGURE 2. HIERARCHY OF GOALS, STRATEGIES AND OBJECTIVES



After defining their goals, agencies should take a “top-down” approach to selecting their strategies, objectives and ultimately their performance measures (Figure 2). Below is an example from a higher education institution that shows how an agency goal can point to a strategy and how a specific objective can follow from that strategy. This objective, in turn, serves as the basis for two of the agency’s performance measures (Figure 3).

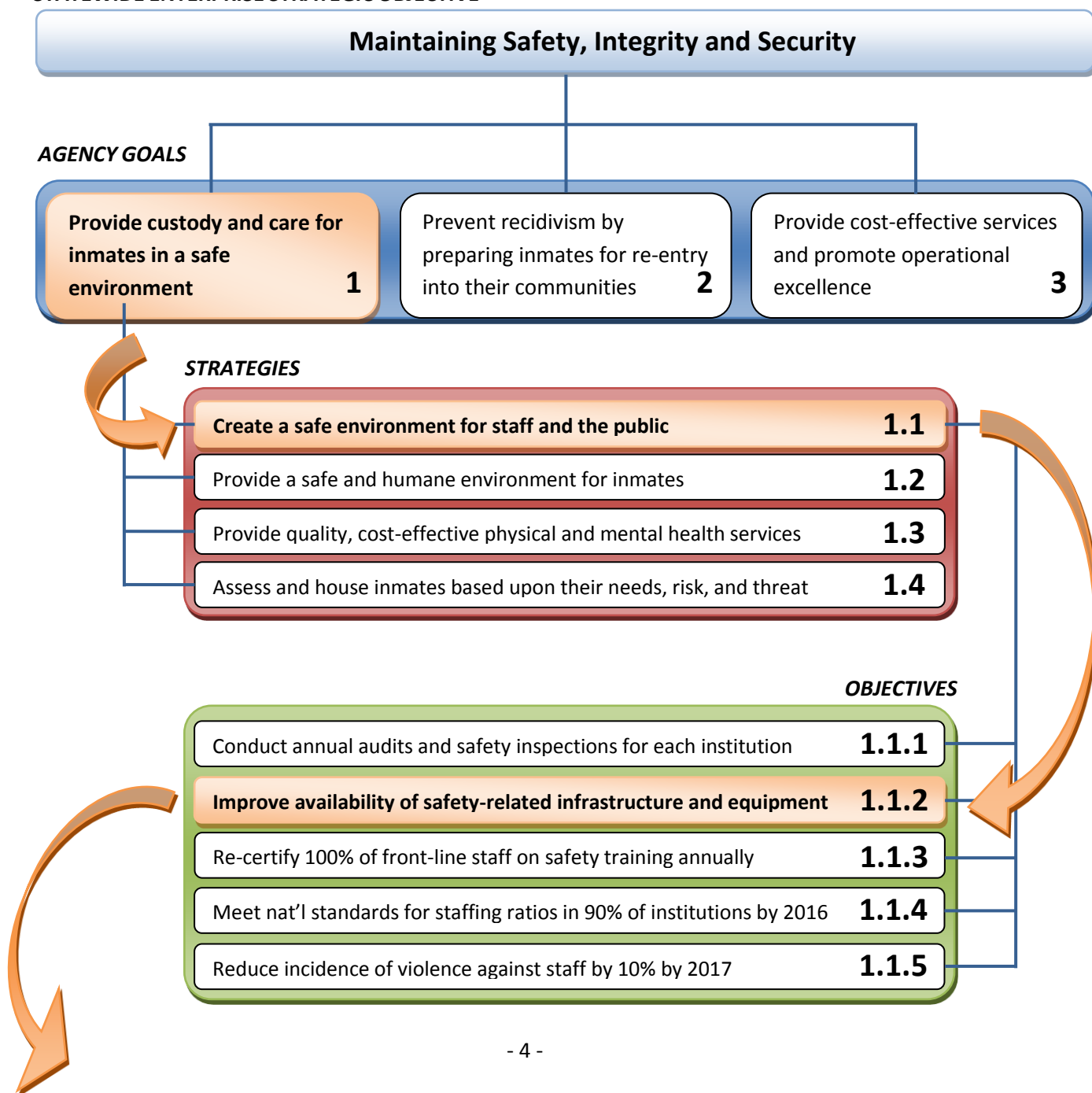
FIGURE 3. RELATIONSHIP OF GOAL, STRATEGY AND OBJECTIVE



To give a more detailed example of the progression from goals to strategies and then objectives, Figure 4 drills-down through the full conceptual hierarchy at the Department of Corrections, tracing a path that leads to various measures of the availability of safety-related equipment in state prisons. In this example, the objective does not have a clearly defined period of time for which it applies. In cases such as this one, this upcoming fiscal year may be the implied period, because the anticipated progress is established by projected improvement in one or more performance measures during that timeframe.

FIGURE 4. PROGRESSION FROM AGENCY PRIORITY TO PERFORMANCE MEASURE – DEPARTMENT OF CORRECTIONS

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVE



PERFORMANCE MEASURES

	Target Value	Actual Value	Future Target Value
% of Level III institutions with perimeter towers	33%	30%	50%
% of institutions with cell phone interdiction technology installed	20%	23%	40%
% of inmates receiving random urinalysis testing	4.4%	4.7%	6.5%

SELECTING PERFORMANCE MEASURES

A sound performance measure should provide information that is meaningful and useful to decision-makers to better manage agency's daily operations. Agency must concentrate on strategically most important measures of performance. Performance measures must focus on outcomes, efficiencies and outputs, and must provide accurate, consistent information over time. Figure 5 illustrates the types of measures that an agency may use to report its performance.

FIGURE 5. TYPES OF PERFORMANCE MEASURES

OUTCOME MEASURE

Answers: Is anyone better off?

- 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.
 - Outcomes measure results and should be the **first priority**.
- **Examples:** % of university students graduating in four years, % of establishments inspected annually, % of licensees with no violations.

EFFICIENCY MEASURE

Answers: How well?

- 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.
 - Efficiencies are indicators that measure the efficient use of available resources and should be the **second priority**.
- **Examples:** average cost per case, average cost per inspection, average time for complaint resolution.

OUTPUT MEASURE

Answers: How much?

-
- 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.
 - Outputs measure workload and efforts and should be the **third priority**.
- **Examples:** # of clients served for substance abuse, # of inspections conducted, # of business license applications processed.

INPUT/EXPLANATORY MEASURE

Answers: What did we use?

-
- Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
 - Measures the factors or requests received that explain performance (Explanatory).
 - These measures should be the **last priority**.
- **Examples:** # case workers recruited, # of inspectors, # of requests for inspection/complaints received.

AGENCY NAME:			
AGENCY CODE:		SECTION:	

Fiscal Year 2015-16 Accountability Report

SUBMISSION FORM

AGENCY MISSION	
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AGENCY VISION	
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Please state yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

RESTRUCTURING RECOMMENDATIONS:	
---	--

Please identify your agency's preferred contacts for this year's accountability report.

	<u><i>Name</i></u>	<u><i>Phone</i></u>	<u><i>Email</i></u>
PRIMARY CONTACT:			
SECONDARY CONTACT:			

AGENCY NAME:			
AGENCY CODE:		SECTION:	

I have reviewed and approved the enclosed FY 2015-16 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):	
(TYPE/PRINT NAME):	

BOARD/CMSN CHAIR (SIGN AND DATE):	
(TYPE/PRINT NAME):	

AGENCY NAME:			
AGENCY CODE:		SECTION:	

AGENCY’S DISCUSSION AND ANALYSIS

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Accountability Report

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Strategic Planning Template

[illegible]

Agency Name:	0
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**Fiscal Year 2015-16
Accountability Report**

Agency Code:	0	Section:	000
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Section: 000

000

Program Template

[illegible]

Agency Name: 0

Fiscal Year 2015-16 Accountability Report

Agency Code:	0	Section:	000
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Legal Standards Template

[illegible]

Agency Name:	0
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0

Agency Code:	0	Section:	000
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0

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Fiscal Year 2015-16 Accountability Report

Partner Template

[illegible]

Agency Name: 0

Fiscal Year 2015-16 Accountability Report

Agency Code:	0	Section:	000
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Oversight Review Template

Item	Name of Entity Conducted Oversight Review	Type of Entity	Oversight Review Timeline (MM/DD/YYYY to MM/DD/YYYY)	Method to Access the Oversight Review Report
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This image shows a full page of blank, lined paper. It features approximately 20 evenly spaced horizontal blue or grey lines across its entire width. The lines are thin and consistent in color, providing a guide for handwriting. There are no margins, text, or other markings on the page.

Legislative Oversight Committee

South Carolina House of Representatives

Post Office Box 11867

Columbia, South Carolina 29211

Telephone: (803) 212-6810 • Fax: (803) 212-6811



Instructions and Examples for the Annual Request for Information

June 20, 2016

OVERVIEW

Overview

Committee Information

House Legislative Oversight Committee

Post Office Box 11867. Columbia, South Carolina 29211

Telephone: 803-212-6810; Fax: 803-212-6811

For online information, the agency may visit the South Carolina General Assembly Home Page (<http://www.scstatehouse.gov>) and click on "Citizens' Interest" then click on "House Legislative Oversight Committee Postings and Reports." This will list the information posted online for the Committee; click on the information the agency would like to review.

Submission Process

Please complete all of the tabs in the attached Excel document. The completed document should be submitted electronically by **Thursday, December 1, 2016**, to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in:

- Original electronic format (Excel), and
- PDF for online reporting

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

Statutory Authority & Time to Respond

South Carolina Code Sections 2-2-50 provides the Committee statutory authority to request the agency complete the Request for Information (RFI). Pursuant to 2-2-50, the RFI must be answered, "in writing under oath," and "[t]he head of the department or agency must sign the answers verifying them as true and correct." In addition, "[i]f any question contains a request for records, policies, audio or video recordings, or other documents, the question is not considered to have been answered unless a complete set of records, policies, audio or video recordings, or other documents is included with the answer."

2-2-50 requires the agency to answer the RFI within forty-five days but states the time for answering "may be extended for a period to be agreed upon by the investigating committee and the agency for good cause shown." As the agency is completing the Accountability Report and Budget Request documents during this time period, the time for responding has been extended from 45 days to approximately five months.

The responses provided to this report will be published on the General Assembly's website.

EXCEL TEMPLATES

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

Checklist

For all agencies under study which have had a full Committee report issued, the agency's information is posted on the Oversight Committee's website in a new format. To ensure this information stays current, please check whether the agency has reviewed online each of the items in this tab, as well as provide any additional explanation needed. If this information is not online for the agency, type "Not Online."

Strategic Plan

In this Chart, please provide information, similar to how the agency provided in the previous year's Restructuring Report. However, ensure the information is current for 2016-17. Highlight any cells where changes are made from the last Restructuring Report. If the information for 2016-17 is the same as the agency reported in 2015-16, please type "Same as 2015-16" in the first row and move on to the next tab.

Performance Measures

In the first two columns of this Chart, please copy the information for the Performance Measure Item Number and Performance Measure from the agency's Accountability Report submission this year. Next, fill in the information requested by the remaining columns. Please note, the "Type of Measure" column and "Required by" column include drop downs. Therefore, the agency will need to drag this column down for as many performance measures it has to ensure the drop down is available for each performance measure.

Strategic Spending (last FY)

Please copy and paste the information the agency submitted in its 2016 Restructuring Report, then update this information to reflect the funds available and funds spent through the end of fiscal year 2015-16. If the agency was unable to completely fill in this chart when submitting its 2016 Restructuring Report, this is an opportunity to provide a complete submission. Further details regarding Part A and Part B in this tab are on the next page.

Disclaimer: The Committee understand the amount the agency budgeted and spent per goal and objective are estimates from the agency. The Committee requests that the estimates have a logical basis, which the agency can explain, as to how it determined the amounts provided.

Strategic Spending (last FY) (cont.)

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

Please enter each source of funds for the agency in a separate column. Group the funding sources however is best for the agency (i.e., general appropriation programs, proviso 18.2, proviso 19.3, grant ABC, grant XYZ, Motor Vehicle User Fees, License Fines, etc.) to provide the information requested below each source (i.e., state, other or federal funding; recurring or one-time funding; etc.). The agency is not restricted by the number of columns so please delete or add as many as needed. Any grouping of funding sources should be easily understandable and clear through Part A and B how much the agency had available to spend and where the agency spent the funds.

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

- a) The agency's objectives and unrelated purposes are listed based on the information the agency provided in the Restructuring Report. The agency will see there are new rows between "objectives" and "unrelated purposes." These new rows allow the agency to list money it spent this year that was for previously committed multiple year projects. The intent is to separate what the agency spent toward its current objectives and what it spent toward objectives and projects from previous years, which took multiple years to pay off. If the agency believes the new rows are not useful in illustrating how the agency uses its funds, the agency may leave them blank. However, if they assist the agency in more clearly showing how it uses its funds, please utilize them.
- b) Please add any information needed in the new rows (i.e., "Money previously committed for multiple years") and make any revisions necessary to ensure all unrelated purposes are listed. An "unrelated purpose" is money the agency is legislatively directed to spend on something that is not related to an agency objective (i.e., pass through, carry forward, etc.).
- c) Finally, review and revise the amounts spent from each funding source on the agency objectives, money previously committed for multiple years and unrelated purposes so it reflects how much the agency actually spent on each and fill in the information requested in the remaining rows. Please provide the total of all the values from the different funding sources for each row.

Strategic Budgeting (current FY)

This tab requests the same information as Strategic Spending (last FY), but looks at the current year fiscal year, 2016-17, as opposed to the past fiscal year, 2015-16. Please ensure this information is provided with the funds available for 2016-17 and the strategic plan the agency intends to follow in 2016-17.

Strategic Request (for next FY)

This tab requests the same information as Strategic Budgeting (current FY), but looks at the requests for the upcoming year, 2017-18, as opposed to funds already approved for the current fiscal year, 2016-17. Please ensure this information is provided with the funds the agency is requesting for 2017-18 and the strategic plan the agency intends to follow in 2017-18.

Annual RFI Checklist

Agency Responding	
Date of Submission	

INSTRUCTIONS: For all agencies under study which have had a full Committee report issued, the agency's information is posted on the Oversight Committee's website in a new format. To ensure this information stays current, please check whether the agency has reviewed online each of the items in this tab, as well as provide any additional explanation needed. If this information is not online for the agency, type "Not Online." When the agency receives this document, the Comptroller General will likely be the only agency with the new detailed format. However, the new format for DSS, DOT and First Steps will be completed and online before the submission date of this Annual Request for Information. Therefore, please check the website again before submitting.

(1) Has the agency reviewed the following information about the agency on the House Oversight webpages? (Y/N)	
History	
Governing Body	
Internal Audit Process	
External Audit Process	
Contact this Agency page	

(2) Are any changes needed to update the following information? (Y/N)	
History	
Governing Body	
Internal Audit Process	
External Audit Process	
Contact this Agency page	

(3) If the agency indicated changes are needed, has the agency provided information about the changes needed with its submission of this Request for Information? (Y/N)	
History	
Governing Body	
Internal Audit Process	
External Audit Process	
Contact this Agency page	

(4) How many of the following did the agency undergo this past year? Please attach a copy of each report.	
Internal Audit	
External Audit	

Strategic Plan

Agency Responding	
Date of Submission	

INSTRUCTIONS: In this Chart, please provide information, similar to how the agency provided in the previous year’s Restructuring Report. However, ensure the information is current for 2016-17. Highlight any cells where changes are made from the last Restructuring Report. If the information for 2016-17 is the same as the agency reported in 2015-16, please type “Same as 2015-16” in the first row and move on to the next tab.

Mission:		Legal Basis:	
Vision:		Legal Basis:	

Strategic Plan Part and Description	Intended Public Benefit/Outcome: (Ex. Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome	Responsible Employee (Name, Position, Responsible more/less than 3 years)	Office Address:	Department or Division:	Department or Division Summary:

Performance Measures

Agency Responding			
Date of Submission			

INSTRUCTIONS: In the first two columns of this Chart, please copy the information for the Performance Measure Item Number and Performance Measure from the agency's Accountability Report submission this year. Next, fill in the information requested by the remaining columns. Please note, the "Type of Measure" column and "Required by" column include drop downs. Therefore, the agency will need to drag this column down for as many performance measures it has to ensure the drop down is available for each performance measure.

[illegible]

Strategic Spending in Fiscal Year 2015-16

Agency Responding	
Date of Submission	

Disclaimer: The Committee understand the amount the agency budgeted and spent per goal and objective are estimates from the agency. The Committee requests that the estimates have a logical basis, which the agency can explain, as to how it determined the amounts provided.

INSTRUCTIONS:

Please copy and paste the information the agency submitted in its 2016 Restructuring Report, then update this information to reflect the funds available and funds spent through the end of fiscal year 2015-16. If the agency was unable to completely fill in this chart when submitting its 2016 Restructuring Report, this is an opportunity to provide a complete submission. Further details regarding Part A and Part B in this tab are on the next page.

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

Please enter each source of funds for the agency in a separate column. Group the funding sources however is best for the agency (i.e., general appropriation programs, proviso 18.2, proviso 19.3, grant ABC, grant XYZ, Motor Vehicle User Fees, License Fines, etc.) to provide the information requested below each source (i.e., state, other or federal funding; recurring or one-time funding; etc.). The agency is not restricted by the number of columns so please delete or add as many as needed. Any grouping of funding sources should be easily understandable and clear through Part A and B how much the agency had available to spend and where the agency spent the funds.

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

- a) The agency's objectives and unrelated purposes are listed based on the information the agency provided in the Restructuring Report. The agency will see there are new rows between "objectives" and "unrelated purposes." These new rows allow the agency to list money it spent this year that was for previously committed multiple year projects. The intent is to separate what the agency spent toward its current objectives and what it spent toward objectives and projects from previous years, which took multiple years to pay off. If the agency believes the new rows are not useful in illustrating how the agency uses its funds, the agency may leave them blank. However, if they assist the agency in more clearly showing how it uses its funds, please utilize them.
- b) Please add any information needed in the new rows (i.e., "Money previously committed for multiple years") and make any revisions necessary to ensure all unrelated purposes are listed. An "unrelated purpose" is money the agency is legislatively directed to spend on something that is not related to an agency objective (i.e., pass through, carry forward, etc.).
- c) Finally, review and revise the amounts spent from each funding source on the agency objectives, money previously committed for multiple years and unrelated purposes so it reflects how much the agency

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

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals					
State, other or federal funding?	n/a					
Recurring or one-time?	n/a					
\$ From Last Year Available to Spend this Year						
Amount available at end of previous fiscal year	\$0					
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	\$0					
If the amounts in the two rows above are not the same, explain why :	n/a					
\$ Received this Year						
Amount <u>budgeted to receive</u> in this fiscal year:	\$0					
Amount <u>actually received</u> this fiscal year:	\$0					

Strategic Spending in Fiscal Year 2015-16

If the amounts in the two rows above are not the same, explain why :	n/a					
Total Actually Available this Year						
Total amount available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	\$0	\$0	\$0	\$0	\$0	\$0

Additional Explanations regarding Part A:	<i>Insert any additional explanations the agency would like to provide related to the information it provided above.</i>
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PART B - Funds Spent this past Fiscal Year (2015-16)

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals	0	0	0	0	0
State, other or federal funding?	n/a	0	0	0	0	0
Recurring or one-time?	n/a	0	0	0	0	0
What are the external restrictions (from state or federal government, grant issuer, etc.), if any, on how the agency was able to spend the funds from this source:	n/a					
Were expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a					
Total amount available to spend	\$0	\$0	\$0	\$0	\$0	\$0
Where Agency Spent Money - Current Objectives						
Objective 1.1.1 - insert description of objective: **Remember to include a colon (:) at the end of each objective and unrelated purpose description**	\$0					
Objective 1.1.2 - insert description of objective:	\$0					
Insert remaining Objectives	\$0					
Total Spent on Current Objectives:	\$0					
Where Agency Spent Money - Money previously committed for multiple years						

Strategic Spending in Fiscal Year 2015-16

Example - Continental Tire Recruitment Grant (agreement requires State pay income taxes for the company until 2020)

	\$0					
<i>Insert any additional money previously committed</i>	\$0					
Total Spent on previous multiple year commitments	\$0					
Where Agency Spent Money - Unrelated Purpose (pass through or other purpose unrelated to agency's strategic plan)						
<i>Unrelated Purpose #1 - insert description:</i>	\$0					
<i>Unrelated Purpose #2 - insert description:</i>	\$0					
<i>Insert any additional unrelated purposes</i>	\$0					
Total Spent on Unrelated Purposes:	\$0					
Total Spent	\$0					
Amount Remaining	\$0					
Funds budgeted for use in subsequent years (i.e. when grant or other money received all at once, but intended to be spent over multiple years)						
<i>Example - WIOA 3 year funds budgeted for use in next two fiscal years</i>	\$0					
	\$0					
	\$0					
Total Funds budgeted for use in subsequent years	\$0					
Cash Balance Remaining, minus funds budgeted for use in subsequent years	\$0					

Additional Explanations regarding Part B:	<i>Insert any additional explanations the agency would like to provide related to the information it provided above.</i>
--	--

Strategic Budgeting for Fiscal Year 2016-17

(Note: Funds from General Appropriation Act for 2016-17 set in Summer 2016)

Agency Responding	
Date of Submission	

Disclaimer: The Committee understand the amount the agency budgeted and spent per goal and objective are estimates from the agency. The Committee requests that the estimates have a logical basis, which the agency can explain, as to how it determined the amounts provided.

INSTRUCTIONS:

This tab requests the same information as Strategic Spending (last FY), but looks at the current year fiscal year, 2016-17, as opposed to the past fiscal year, 2015-16. Please ensure this information is provided with the funds available for 2016-17 and the strategic plan the agency intends to follow in 2016-17.

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

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals					
State, other or federal funding?	n/a					
Recurring or one-time?	n/a					
\$ From Last Year Available to Spend this Year						
Amount available at end of previous fiscal year	\$0					
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	\$0					
If the amounts in the two rows above are not the same, explain why :	n/a					
\$ Estimated to Receive this Year						
Amount <u>requested to receive</u> this fiscal year:	\$0					
Amount <u>actually received</u> this fiscal year:	\$0					
If the amounts in the two rows above are not the same, explain why :	n/a					
Total Available if amounts requested are received						
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount requested to receive this fiscal year):	\$0	\$0	\$0	\$0	\$0	\$0

Additional Explanations regarding Part A:	<i>Insert any additional explanations the agency would like to provide related to the information it provided above.</i>
---	--

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

Strategic Budgeting for Fiscal Year 2016-17

(Note: Funds from General Appropriation Act for 2016-17 set in Summer 2016)

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals	0	0	0	0	0
State, other or federal funding?	n/a	0	0	0	0	0
Recurring or one-time?	n/a	0	0	0	0	0
What are the external restrictions (from state or federal government, grant issuer, etc.), if any, on how the agency can spend the funds from this source:	n/a					
Will expenditure of funds be tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a					
Total amount estimated to have available to spend	\$0	\$0	\$0	\$0	\$0	\$0
Where Agency Plans to Spend Money - Current Objectives						
<i>Objective 1.1.1 - insert description of objective:</i>	\$0					
<i>**Remember to include a colon (:) at the end of each objective</i>						
<i>Objective 1.1.2 - insert description of objective:</i>	\$0					
<i>Insert remaining Objectives</i>	\$0					
Total Agency Plans to Spend on Objectives:	\$0					
Where Agency Plans to Spend Money - Money previously committed for multiple years						
<i>Example - Continental Tire Recruitment Grant (agreement requires State pay income taxes for the company until 2020)</i>	\$0					
	\$0					
Total Agency Plans to Spend on previous multiple year commitments	\$0					
Where Agency Plans to Spend Money - Unrelated Purpose (pass through or other purpose unrelated to agency's strategic plan)						
<i>Unrelated Purpose #1 - insert description:</i>	\$0					
<i>Unrelated Purpose #1 - insert description:</i>	\$0					
<i>Unrelated Purpose #2 - insert description:</i>	\$0					

(Note: Funds from General Appropriation Act for 2016-17 set in Summer 2016)

Total Agency Plans to Spend (Total on Objectives + Total on Unrelated Purposes)	\$0					
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Funds budgeted for use in subsequent years (i.e. when grant or other money received all at once, but intended to be spent over multiple years)						
<i>Example - WIOA 3 year funds budgeted for use in next two fiscal years</i>	\$0					
	\$0					
	\$0					
Total Funds budgeted for use in subsequent years	\$0					

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

[illegible]

Strategic Requests for Fiscal Year 2017-18

Agency Responding	
Date of Submission	

Disclaimer: The Committee understand the amount the agency budgeted and spent per goal and objective are estimates from the agency. The Committee requests that the estimates have a logical basis, which the agency can explain, as to how it determined the amounts provided.

INSTRUCTIONS:

This tab requests the same information as Strategic Budgeting (current FY), but looks at the requests for the upcoming year, 2017-18, as opposed to funds already approved for the current fiscal year, 2016-17. Please ensure this information is provided with the funds the agency is requesting for 2017-18 and the strategic plan the agency intends to follow in 2017-18.

PART A - Funds Available Fiscal Year (2017-18)

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals			
State, other or federal funding?	n/a			
Recurring or one-time?	n/a			
\$ Available from Previous FY				
Amount anticipated to have available at end of current fiscal year	\$0			
If agency anticipates having funds available at the end of the current fiscal year, explain why :	n/a			
\$ Estimated to Receive this Year				
Amount <u>received</u> to spend in current fiscal year:	\$0			
Amount <u>requesting to receive</u> next fiscal year:	\$0			
If the amounts in the two rows above are not the same, explain why :	n/a			
If none of the amounts the agency is requesting to receive next fiscal year are lower than amounts received in current fiscal year, explain why the same amount is needed for each fund.	n/a			
Total Available if amounts requested are received				
Amount estimated to have available to spend next fiscal year (i.e. Amount anticipated to have available at end of current fiscal year PLUS Amount requesting to receive next fiscal year):	\$0	\$0	\$0	\$0

Additional Explanations regarding Part A:

Insert any additional explanations the agency would like to provide related to the information it provided above.

PART B - How Agency Plans to Budget Funds in 2017-18

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals	0	0	0
State, other or federal funding?	n/a	0	0	0

Strategic Requests for Fiscal Year 2017-18

Recurring or one-time?			n/a	0	0	0
What are the external restrictions (from state or federal government, grant issuer, etc.), if any, on how the agency can spend the funds from this source:			n/a			
Will expenditure of funds be tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)			n/a			
Total amount estimated to have available to spend:			\$0	\$0	\$0	\$0
Where Agency Plans to Spend Money - Current Objectives	Responsible Employee (Name, Position, Responsible more/less than 3 years)	Associated Performance Measure Item #s	Totals	0	0	0
Objective 1.1.1 - insert description of objective: <i>**Remember to include a colon (:) at the end of each objective</i>			\$0			
Objective 1.1.2 - insert description of objective:			\$0			
Insert remaining Objectives			\$0			
Total Agency Plans to Spend on Objectives:			\$0			
Where Agency Plans to Spend Money - Money previously committed for multiple years	Responsible Employee (Name, Position, Responsible more/less than 3 years)	Associated Performance Measure Item #s	Totals	0	0	0
Example - Continental Tire Recruitment Grant (agreement requires State pay income taxes for the company until 2020)			\$0			
			\$0			
Total Agency Plans to Spend on previous multiple year commitments:			\$0			
Where Agency Plans to Spend Money - Unrelated Purpose (pass through or other purpose unrelated to agency's strategic plan)	Responsible Entity (i.e. entity who determines how the money is spent)	Associated Performance Measure Item #s	Totals	0	0	0
Unrelated Purpose #1 - insert description:			\$0			
Unrelated Purpose #1 - insert description:			\$0			
Unrelated Purpose #2 - insert description:			\$0			
Insert any additional unrelated purposes			\$0			
Total Agency Plans to Spend on Unrelated Purposes:			\$0			
Total Agency Plans to Spend (Total on Objectives + Total on previous multiple year commitments + Total on Unrelated Purposes):			\$0			

Strategic Requests for Fiscal Year 2017-18

Amount Remaining:	\$0			
--------------------------	-----	--	--	--

Funds budgeted for use in subsequent years (i.e. when grant or other money received all at once, but intended to be spent over multiple years)	Responsible Employee (Name, Position, Responsible more/less than 3 years)	Associated Performance Measure Item #s	Totals	0	0	0
<i>Example - WIOA 3 year funds budgeted for use in next two fiscal years</i>			\$0			
			\$0			
<i>Insert any additional funds budgeted for use in subsequent years</i>			\$0			
Total Funds budgeted for use in subsequent years:			\$0			

Cash Balance Remaining, minus funds budgeted for use in subsequent years:	\$0			
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Additional Explanations regarding Part B:	<i>Insert any additional explanations the agency would like to provide related to the information it provided above.</i>
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