

<b>AGENCY NAME:</b>	<b>South Carolina Arts Commission</b>		
<b>AGENCY CODE:</b>	H91	<b>SECTION:</b>	<b>28</b>

## **Fiscal Year 2016-2017 Accountability Report**

### **SUBMISSION FORM**

<b>AGENCY MISSION</b>	With a commitment to excellence across the spectrum of our state's cultures and forms of expression, the South Carolina Arts Commission pursues its public charge to develop a thriving arts environment, which is essential to quality of life, education, and economic vitality for all South Carolinians.
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<b>AGENCY VISION</b>	We envision a South Carolina where all have the opportunity to enjoy the benefits of the arts in their lives and communities, regardless of their location or circumstances.
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Please select 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.

<b>RESTRUCTURING RECOMMENDATIONS:</b>	<b>Yes</b>	<b>No</b>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>

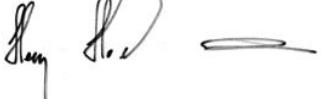
Please identify your agency's preferred contacts for this year's accountability report.

	<b>Name</b>	<b>Phone</b>	<b>Email</b>
<b>PRIMARY CONTACT:</b>	Milly Hough	803.734.8698	mhough@arts.sc.gov
<b>SECONDARY CONTACT:</b>			

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I have reviewed and approved the enclosed FY 2016-2017 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR (SIGN AND DATE):</b>	 9/7/17
<b>(TYPE OR PRINT NAME):</b>	Ken May, Executive Director

<b>BOARD/CMSN. CHAIR (SIGN AND DATE):</b>	 9/7/17
<b>(TYPE OR PRINT NAME):</b>	Henry Horowitz, Chairman

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## AGENCY'S DISCUSSION AND ANALYSIS

The mission of the [South Carolina Arts Commission](#) is based on the 1967 act which created it, charging the agency “to insure that the arts... will continue to grow and play an ever more significant part in the welfare and educational experiences of our citizens.” It identifies four priorities for the agency:

1. To stimulate and encourage throughout the State the study and presentation of the performing and fine arts and public interest and participation therein;
2. To make such studies as may be deemed advisable of public and private institutions engaged within the State in artistic and cultural activities, including but not limited to music, theater, dance, painting, sculpture, architecture and allied arts and crafts, and to make recommendations concerning appropriate methods to encourage participation in and appreciation of the arts to meet the legitimate needs and aspirations of persons in all parts of the State;
3. To take such steps as may be necessary and appropriate to encourage public interest in the cultural heritage of the State of South Carolina and to expand the State's cultural resources; and
4. To do such other things as may be necessary to carry out the provisions of this chapter (*SC Code of Laws, Section 60-15-60*).

The Arts Commission works to accomplish its mission by focusing resources in three areas:

- **Arts Education**, to establish the arts as an integral part of South Carolina's educational systems and the lifelong learning process of our citizens
- **Community Development**, to stimulate the development of South Carolina's culturally diverse arts resources and organizations and promote creative partnerships to improve the quality of lives, preserve cultural heritage, and enhance economic growth; and
- **Artist Development**, to encourage, nurture and support the artistic growth and the personal and economic well-being of South Carolina's artists.

The SCAC accomplishes its goals by enlisting four main strategies:

- **Staff Assistance** – The SCAC's staff of experienced arts professionals consult with and assist local organizations, governments, schools, artists, citizens and others. These services are delivered via direct interaction between staff and constituents
- **Direct Programs** – Programs, exhibitions, conferences, awards and other events wholly produced and presented by the Arts Commission, usually targeted to a statewide audience
- **Partnerships** – Building strong programmatic and financial relationships with strategically aligned organizations to maximize productivity, cost effectiveness, statewide reach and inclusiveness for a variety of statewide programs
- **Grants** – Cash awards with matching and reporting requirements, designed to support and advance the state's long-range and strategic goals for the arts, delivered through an accountable and transparent application and review process

A [2010 study](#) by the Darla Moore School of Business at the University of South Carolina concluded that the arts and creative industries in S.C. have a significant impact on the state's economy, supporting more than 78,000 jobs and generating more than \$9.2 billion annually in economic output.

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The South Carolina Arts Commission is located at 1026 Sumter Street, Suite 200, in Columbia. In fiscal year 2017 it employed a staff of 15: 14 full-time and 1 part-time employees.

## Major Achievements for Fiscal Year 2017

### Agency-wide

- The SCAC launched year one of its new four-year strategic plan (FY2017-2020). The plan identifies objectives and strategies for accomplishing the agency's strategic goals and continues to reflect progress toward meeting the needs of the state identified in the [Long-range Plan for the Arts in South Carolina, 2011-2020](#).
- In April 2017, SCAC launched 15 months of activities and events to celebrate half a century of public support for the arts. Successful public kick-off events were held in Columbia, Greenville and Charleston, and 15 organizations around the state signed on to host exhibitions highlighting 40-plus years of the Commission's visual arts, craft, performing and media arts fellows.
- The agency awarded \$3.3 million in grant funds to support community arts activities, artists and school-based arts programs around the state, awarding 342 grants in 42 South Carolina counties.
- Through grant making, the SCAC supported more than 5.3 million\* arts experiences for South Carolina residents and visitors, including artists, students and adults.
- In June 2017, the agency implemented a new online grants application and management system, offering a more intuitive and customer-friendly process for applicants.
- The agency expended 73% of its state appropriation in grants – exceeding its legislative mandate of 70%.
- Through direct staff assistance, providing consulting, facilitation, leadership and training to the field, the Arts Commission provided services to all 46 counties in South Carolina.
- Staff began the process of redesigning the agency's main website, with plans to launch in FY 2018.

### Arts in Education

- The Arts Commission's nationally recognized [Arts in Basic Curriculum \(ABC\) Project](#) served 440 schools and 160,000 students across the state through professional development, training and grants. The ABC Project is a partnership between the Arts Commission, the S.C. Department of Education and Winthrop University.
- SCAC staff led a redesign and launch of a new website to serve the ABC Project. The improved site serves as a digital hub for arts education, with a calendar, a news portal, and resources for ABC sites - schools and districts that receive ABC Advancement grants.
- 325 teachers and school administrators, representing 46 of 86 school districts, participated in summer training institutes to explore innovative ways to use the arts to improve education. Institute hosts included S.C. Governor's School for the Arts and Humanities, Peace Center for the Performing Arts, Palmetto State Arts Education and Spoleto Festival USA.
- The agency coordinated the statewide [Poetry Out Loud](#) competition, with 7,500 students from 35 high schools in 14 counties participating.
- Through grant making, the Arts Commission supported 963,608\* learning opportunities through the arts for South Carolina's school children in both in-school and out of school settings.
- SCAC continued summer pilot projects, serving 100 students in Clarendon 1 at STEAM camps in partnership with Engaging Creative Minds and serving 40 students in Williamsburg school district's

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Read to Succeed camp in partnership with the Governor's School for the Arts and Humanities and USC.

- SCAC continued an assessment and re-tooling process for the [S.C. Artist Roster](#), with re-launch scheduled for FY 2018 as part of a new agency website.

## Community Arts Development

- SCAC targeted 8 underserved counties with a goal of placing new grants in each. Grants were successfully awarded in 6 of those counties. The agency will continue to focus effort on these 8 counties to ensure that each continues to benefit from grants and/or services.
- In many cases, rural communities lack the arts infrastructure necessary to apply for and implement Arts Commission grants. The agency's Horizon Underserved Grant is a low-barrier grant category that requires intensive one-on-one work with potential applicants, but the payoff is additional arts opportunities for rural and underserved communities. In FY 2017, the agency awarded four of these grants.
- The agency's initiative, [\*The Art of Community: Rural SC\*](#), resulted in 6 creative peacemaking projects being designed and implemented by local teams in the 6 counties in South Carolina's federally designated Promise Zone (Barnwell, Bamberg, Allendale, Hampton, Colleton and Jasper). The initiative has led to national attention and new connections for the agency — from the White House to national thought leaders to significant organizations inside and outside of the state. In addition, the agency has been invited to take part in regional and national conferences and webinars to present the program as a model for building community, economic opportunity and local infrastructure for growth and development in rural and high-poverty communities.
- In its efforts to serve constituents more broadly statewide, the SCAC continues to experience significant growth in qualified applications for operating support grants from community arts providers, averaging 17 new applications over the last three cycles (11% of an average 154 awards). With the same amount of funding available for operating grants in FY 2017 as in FY 2016, (\$1.4 million), the average award fell from \$10,063 to \$9,274. New funds appropriated for FY 2018 (pending veto override) will increase the average grant to \$11,103.
- SCAC added one new officially designated [cultural district](#), bringing the statewide total to seven. Two additional new districts are in the final application process.
- South Carolina's national reputation as an arts destination continues to grow, with nationally recognized arts festivals such as [Spoleto Festival USA](#) (Charleston), [Artisphere](#) (Greenville) and [ArtFields](#) (Lake City). Each of these, plus many more local arts festivals and events, benefited from financial and staff support through SCAC programs.

## Artist Development

- In partnership with CommunityWorks, SCAC launched [ArtsGrowSC](#) to increase opportunities for artists to develop and grow arts-based business ventures that contribute to the \$9.2 billion generated by the state's core creative industries. ArtsGrowSC offers a savings program, micro-loans, business venture loans, grants, personalized coaching and workshops.
- The Artists U program provided training and professional learning opportunities for 40 artists.

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- Twenty-six artists received small business training and 4 artists received small business grant support through the [Artist Ventures Initiative](#), a program encouraging small business growth and development by artists.
- The [Presenting & Performing Arts](#) program supported presentation of five S.C. performing artists in communities and performance venues around the state.
- Through grant making, the Arts Commission supported more than 50,000\* opportunities for the state's artists to practice or participate in their art forms, enhance their skills, develop their artistic careers and engage with their communities.

## **Administration & Agency Capacity**

- The agency participated in a financial audit in FY 2017 with no major findings.
- The Arts Commission continues to enjoy a high level of customer satisfaction. The agency annually surveys its grantees on measures such as staff assistance, ease of access to programs and services, relevance of programs and the usefulness of agency communications. In FY 2017, the agency increased its overall satisfaction score from 4.1 to 4.3 on a 5-point scale, 5 being best.
- FY 2017 was the second year of a multi-year period of staff transitions, primarily due to planned retirements. The agency restructured into two divisions: one division in support of agency administration and operational processes, and one division in support of programs and grants. A portfolio-based team approach to the agency's grant making function was fully implemented, resulting in more efficient internal processes and enhanced customer service.

## **Looking Forward**

In fiscal year 2018, the SCAC will conclude the celebration of its 50th anniversary with a schedule of exhibitions and special events spotlighting 50 years of the growth of South Carolina's arts sector. The agency will also implement year 2 of a 4-year strategic plan, with an eye toward expanding the Art of Community: Rural SC to other rural communities and offering ArtsGrowSC programs and services to additional artists. Both of these efforts will require engaging new partners and identifying new sources of funds.

## **Risk Assessment and Mitigation Strategies**

*Identify the most negative impact on the public as a result of the agency's failure in accomplishing its goals and objectives.*

Negative impact #1: The educational, economic and social benefits of the arts are only accessible to those who can afford them and largely inaccessible to rural and high-poverty citizens.

Negative impact #2: With fewer arts opportunities for children, citizens and visitors, South Carolina is less competitive for tourists, new residents and businesses.

Negative impact #3: South Carolina's rich heritage of traditional cultural and artistic practices are lost and forgotten.

Negative Impact #4: South Carolina's children do not have access to higher quality education that includes a comprehensive, sequential education in the arts.

To avoid or mitigate the negative impact, the state will need to:

- Maintain and increase the capacity of the S.C. Arts Commission to accomplish its goals – the only agency or organization in South Carolina focused on these issues statewide
- Maximize funding and other resources offered by local, state, regional and national partner organizations

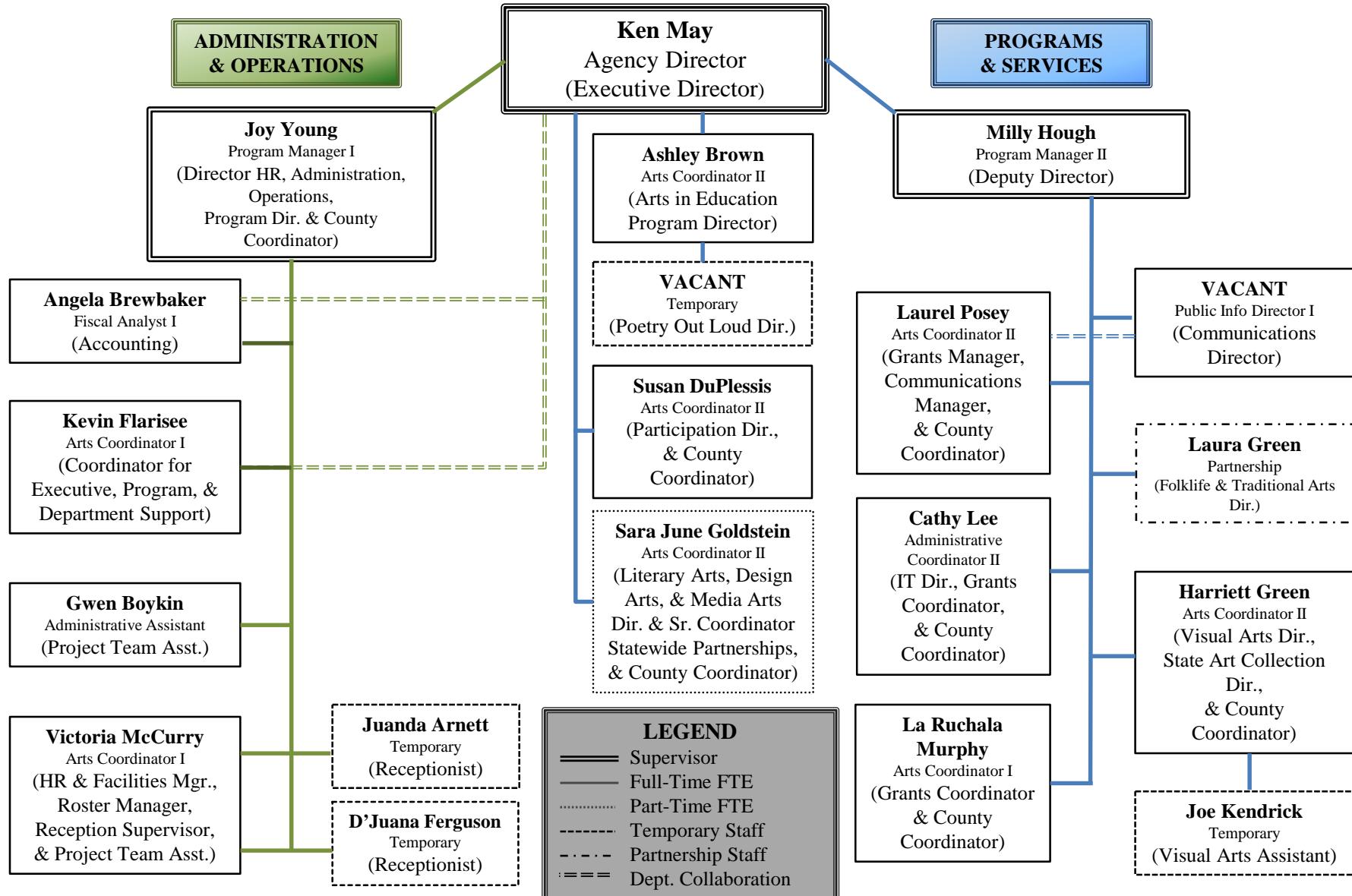
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- Include the arts explicitly in the development of economic, educational, quality-of-life, and governmental strategies

### **Restructuring Recommendations**

Over the next several years, the S.C. Arts Commission is experiencing staffing and programmatic transitions that present opportunities and challenges. In fiscal year 2017, the agency restructured into two divisions: one division in support of agency administration and operational processes, and one division in support of programs and grants. A planned Grants Office reorganization was fully implemented with quarterly reviews providing additional suggestions for improvement. These structural changes are internal and do not require action by the General Assembly.

# S.C. Arts Commission Organizational Structure



Rev. April 2017

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
G	1			Public Infrastructure and Economic Development	S.C. citizens and visitors have diverse opportunities for relevant and rewarding arts experiences, with emphasis on rural, high poverty and minority communities
S	1.1			SCAC Staff Assistance	
O	1.1.1				Provide direct staff services in 8 opportunity counties
O	1.1.2				Further develop work in the designated Federal Promise Zone; explore expanding to other regions of the state
O	1.1.3				Focused planning and facilitation in the federally designated Gullah Geechee Heritage Corridor (GGHC)
O	1.1.4				Serve the arts needs of people with disabilities
S	1.2			Direct Programs	
O	1.2.1				Implement at least one new program to develop a cadre of artists and organizations to work in opportunity communities
O	1.2.2				Increase communication and information outreach to opportunity communities
O	1.2.3				Further develop and engage the Twiggs Scholars advisory board on matters of diversity and inclusion
O	1.2.4				Include Folk & Traditional Arts as a means of engaging opportunity communities
S	1.3			Grant making	
O	1.3.1				Increase utilization of Horizon Grants and other low-barrier access to small grants for opportunity counties
O	1.3.2				Increase utilization of ACCESS grants - support for improved access to arts for people with disabilities
O	1.3.3				Maintain grant making program to support preservation/promotion of traditional arts and artists
S	1.4			Partnerships	
O	1.4.1				Deepen engagement with artists & organizations in the GGHC
O	1.4.2				Maintain involvement with Riley Institute's OneSC Conference and Diversity Leaders Institute
O	1.4.3				Maintain grantee relationship with US Dept. of Agriculture to support work in the Promize Zone
O	1.4.4				Maintain relationship with USC McKissick Museum to staff and implement Folk & Traditional Arts programs
G	2			Education, Training, and Human Development	S.C.'s artists have opportunities to practice their art forms and develop sustainable careers
S	2.1			Staff Assistance	
O	2.1.1				Provide professional staff assistance for statewide leadership, planning and coordination
O	2.1.2				Offer ongoing services for artists: grant advisement, business coaching, networking, information resources, localized assistance
S	2.2			Direct Programs	
O	2.2.1				Recognize excellence and achievement with awards and honors: Verner Awards, Folk Heritage Awards, SC Novel Prize, Fellowships, others

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
O		2.2.2			Provide professional learning opportunities, training and convenings: statewide conference, Artist U, Artist Ventures Initiative, others
O		2.2.3			Further develop new or expanded programs to advance artist careers and businesses: ArtsGrowSC, others
S	2.3			<b>Grant making</b>	Support artists and creative business development through grants and financial assistance: apprenticeships, fellowships, Artist Ventures Initiative, Quarterly Project Support, Presenting/Performing grants
S	2.4			<b>Partnerships</b>	Develop and maintain partnerships that advance artists' practice and careers: higher education, Artist U, McKissick Museum, Hub City Press, SC Arts Foundation, SC Arts Alliance, SC Humanities, CommunityWorks, others
G	3			<b>Education, Training, and Human Development</b>	<b>Students receive a comprehensive education in the arts that develops their creativity, problem solving and collaborative skills, and prepares them for a lifetime of engagement with the arts and productive citizenship</b>
S	3.1			<b>Staff Assistance</b>	Provide professional staff assistance for statewide leadership, planning and coordination
O		3.1.1			Offer ongoing services for schools, districts, education field: grant advisement, networking, information resources, localized assistance
S	3.2			<b>Direct Programs</b>	Recognize excellence and achievement: Poetry Out Loud, Verner Awards
O		3.2.1			Re-tool & re-launch artist roster program
O		3.2.2			Improve communication and information resources: create an online information portal
S	3.3			<b>Grant making</b>	Support arts education through grant making to schools, districts and community organizations: Teacher Standards Implementation grants, Arts Education Projects, Arts in Basic Curriculum Advancement grants
S	3.4			<b>Partnerships</b>	Develop and maintain partnerships that advance SC education goals through the arts: ABC Partnership, SC Dept. of Education, Palmetto State Arts Education, SC Arts Alliance, Transform SC, others
G	4			<b>Public Infrastructure and Economic Development</b>	<b>S.C. arts providers have the capacity and resources to deliver relevant, high quality arts experiences to citizens and visitors</b>
S	4.1			<b>Staff Assistance</b>	Provide professional staff assistance for statewide leadership, planning and coordination
O		4.1.1			Provide direct constituent assistance with grant advisement, networking, referrals and resource development
O		4.1.2			Implement training and professional learning opportunities for arts organization staff and volunteers

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description		
S	4.2	<b>Direct Programs</b>					
O	4.2.1	Promote the concept of "creative placemaking" as a tool for community growth and development: Cultural Districts, ArtPlace America, Our Town, cultural tourism development					
O	4.2.2	Recognize excellence and achievement: Verner Awards, Folk Heritage Awards					
O	4.2.3	Provide consulting to strengthen local organizational capacity: board development, peer advisory network, statewide conference					
S	4.3	<b>Grant making</b>					
O	4.3.1	Support local and statewide arts providers through grant making to local governments and nonprofits: operating support, projects support					
S	4.4	<b>Partnerships</b>					
O	4.4.1	Develop and maintain partnerships that strengthen and support local arts providers: National Endowment for the Arts, Gullah Geechee Heritage Corridor, Coastal Community Foundation, Federal Promise Zone, McKissick Museum, others					
G	5	<b>Government and Citizens</b>		<b>There is broad recognition of the value and contributions of the arts in South Carolina</b>			
S	5.1	<b>Staff Assistance</b>					
O	5.1.1	Stay current on innovative communication practices: data visualization, video, social media					
O	5.1.2	Support staff and board with established communications policies and standards					
S	5.2	<b>Direct Programs</b>					
O	5.2.1	Plan and implement SCAC 50th Anniversary events and commemorations					
O	5.2.2	Recognize excellence and achievement with S.C. Arts Awards					
O	5.2.3	Planning and research for a new Long Range Plan for Arts 2021-2030: economic impact study, public opinion survey, public input					
S	5.3	<b>Grant making</b>					
O	5.3.1	Support SCAC grant making programs with clear, concise guidelines and instructions					
O	5.3.2	Develop digital tutorials for improved access to grant programs					
O	5.3.3	Monitor and track grantee requirements for agency & state credit for funding					
S	5.4	<b>Partnerships</b>					
O	5.4.1	Develop and maintain partnerships that support agency communication goals: ABC Partnership, SC Arts Alliance, SC Public Television/Radio, SouthArts, National Endowment for the Arts					
G	6	<b>Government and Citizens</b>		<b>S.C. Arts Commission programs, systems and staffing are aligned to address the agency's strategic and long-range goals</b>			
S	6.1	<b>Ensure relevant, effective, high-quality programs and services</b>					
O	6.1.1	Assess programs for reaching desired audiences and results					
O	6.1.2	Implement continuous improvement cycles					
O	6.1.3	Collect input and data from program partners					
S	6.2	<b>Provide adequate and current systems to support agency operations and programs</b>					
O	6.2.1	Appropriate technology and equipment is available to staff					
O	6.2.2	Provide training for technology and new systems					

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
O		6.2.3			<i>Utilize technology to provide improved public access to agency programs and services</i>
S		6.3			<b>Support staff capacity to deliver programs and services</b>
O		6.3.1			<i>Support professional learning opportunities</i>
O		6.3.2			<i>Maintain annual planning and assessment cycles</i>
O		6.3.3			<i>Engage in workforce planning to anticipate and manage transitions</i>
O		6.3.4			<i>Provide a safe and satisfying work environment</i>
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Agency Name:	South Carolina Arts Commission								Fiscal Year 2016-2017 Accountability Report	
Agency Code:	H91		Section: 028		Performance Measurement Template					
Item	Performance Measure	Last Value	Current Target Value	Current Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)	Meaningful Use of Measure
1	Total dollars granted	\$3.46 million	\$3.5 million	\$3.33 million	\$3.8 million	June 30, FY 2017	Grants database	Totals in grants database	1.3.1 - 3; 2.3.1; 3.3.1; 4.3.1; 5.3.1 - 3	Provides resources that enable S.C. citizens to have diverse opportunities for relevant and rewarding arts experiences, with emphasis on rural, high poverty and minority communities.
2	Total dollars leveraged through local matching*	\$116 million	\$125 million	\$124 million	\$125 million	June 30, FY 2016	Final grant reports, submitted by grantees at the end of each grant period (lags by 1 year)	Totals in grants database	1.3.1 - 3; 2.3.1; 3.3.1; 4.3.1; 5.3.1 - 3	Provides resources that enable S.C. citizens to have diverse opportunities for relevant and rewarding arts experiences, with emphasis on rural, high poverty and minority communities.
3	Number of grants awarded	366	350	342	350	June 30, FY 2017	Grants database	Totals in grants database	1.3.1 - 3; 2.3.1; 3.3.1; 4.3.1; 5.3.1 - 3	Provides resources that enable S.C. citizens to have diverse opportunities for relevant and rewarding arts experiences, with emphasis on rural, high poverty and minority communities.
4	Targeted underserved counties served with grants	5	8	6	8	June 30, FY 2017	Grants database	Grants by county tracked in grants database	1.1.1; 1.2.1; 1.2.2; 1.2.4; 1.3.1	Provides resources that enable S.C. citizens to have diverse opportunities for relevant and rewarding arts experiences, with emphasis on rural, high poverty and minority communities.
5	Counties served through grants	42	46	42	46	June 30, FY 2017	Grants database	Grants by county tracked in grants database	1.3.1 - 3; 2.3.1; 3.3.1; 4.3.1; 5.3.1 - 3	Provides resources that enable S.C. citizens to have diverse opportunities for relevant and rewarding arts experiences, with emphasis on rural, high poverty and minority communities.
6	Artist opportunities supported through grantmaking - all programs*	68,359	70,000	50,809**	70,000	June 30, FY 2016	Final grant reports, submitted by grantees at the end of each grant period (lags by 1 year)	Totals in grants database	2.1.1 - 2; 2.3.1	Provides resources that enable artists to practice their art forms and develop sustainable careers.
7	Youth arts experiences supported through grantmaking - all programs*	800,959	900,000	963,608	900,000	June 30, FY 2016	Final grant reports, submitted by grantees at the end of each grant period (lags by 1 year)	Totals in grants database	1.3.1 - 3; 2.3.1; 3.3.1; 4.3.1; 5.3.1 - 3	Provides resources that enable S.C. citizens to have diverse opportunities for relevant and rewarding arts experiences, with emphasis on rural, high poverty and minority communities.
8	Adult arts experiences supported through grantmaking - all programs*	6,369,529	6 million	4,350,290**	6 million	June 30, FY 2016	Final grant reports, submitted by grantees at the end of each grant period (lags by 1 year)	Totals in grants database	1.3.1 - 3; 2.3.1; 3.3.1; 4.3.1; 5.3.1 - 3	Provides resources that enable S.C. citizens to have diverse opportunities for relevant and rewarding arts experiences, with emphasis on rural, high poverty and minority communities.
9	Total arts experiences supported by grantmaking - all programs*	7.2 million	7 million	5,364,707**	7 million	June 30, FY 2016	Final grant reports, submitted by grantees at the end of each grant period (lags by 1 year)	Totals in grants database	1.3.1 - 3; 2.3.1; 3.3.1; 4.3.1; 5.3.1 - 3	Provides resources that enable S.C. citizens to have diverse opportunities for relevant and rewarding arts experiences, with emphasis on rural, high poverty and minority communities.
10	K-12 students served through Arts in Education grants	129,281	150,000	169,457	150,000	June 30, FY 2017	Final grant reports, submitted by grantees at the end of each grant period	Totals in grants database	3.1.1 - 2; 3.2.3; 3.3.1	Provides resources for students to receive a comprehensive education in the arts that develops their creativity, problem solving and collaborative skills and prepares them for a lifetime of engagement with the arts and productive citizenship.
11	K-12 teachers served through professional learning opportunities	355	355	325	355	June 30, FY 2017	Arts in Basic Curriculum program report	Totals from registration lists	3.1.1 - 2; 3.2.1 - 3; 3.4.1	Provides resources for students to receive a comprehensive education in the arts that develops their creativity, problem solving and collaborative skills and prepares them for a lifetime of engagement with the arts and productive citizenship.
12	Customer satisfaction	4.1	5	4.3	5 on 5-point scale 5=best	June 30, FY 2017	Customer surveys	Totals compiled from survey responses	6.1.1 - 3; 6.2.1 - 3	Provides services that supports the capacity of S.C. arts providers to deliver relevant, high quality arts experiences to citizens and visitors
13	% of state appropriation expended in grants	78%	70%	73%	70%	June 30, FY 2017	Expenditures recorded in SCEIS daily	Totals in SCEIS	1.3.1 - 3; 2.3.1; 3.3.1; 4.3.1; 5.3.1 - 3	Promotes fiscal stewardship in meeting state mandate
* FY2016 data (last year for which complete data is available)						** based on incomplete data. Current data will be available in mid-October				

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**Program Template**

Program/Title	Purpose	<i>FY 2016-17 Expenditures (Actual)</i>					<i>FY 2017-18 Expenditures (Projected)</i>					Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL			
I. Administration	Executive leadership and direction of the agency	\$ 49,835	\$ -	\$ 49,835	\$ 99,670	\$ 56,171	\$ -	\$ 45,832	\$ 102,003	Goal 6		
II. Statewide Arts Services	Direct programming, services, technical assistance and grant support in arts education, community arts development, and artist development	\$ 2,659,501	\$ 881,431	\$ 768,266	\$ 4,309,198	\$ 3,124,225	\$ 1,608,262	\$ 670,037	\$ 5,402,524	Goals 1-5		
III. Employee Benefits	Fringe benefits for agency employees	\$ 165,439	\$ 22,380	\$ 101,633	\$ 289,452	\$ 177,645	\$ 19,695	\$ 140,522	\$ 337,862	6.3.1 - 4	\$ -	\$ -
				\$ -	\$ -			\$ -	\$ -			

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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	Does the law specify a deliverable (product or service) the agency must or may provide? (Y/N)
1	2-66-10	State	Statute	Creates the Jean Laney Harris Folk Heritage Award, establishes criteria, establishes an awards advisory committee, and authorizes the S.C. Arts Commission to expend up to \$2000 in state funds annually to support the award and raise other funds to support the program as necessary.	Yes	Yes
2	60-15-10	State	Statute	Declares the policy of the state to insure that the arts will grow and play a significant part in the welfare and educational experience of our citizens, and that all activities undertaken by the State in carrying out this policy shall be directed toward encouraging and assisting rather than limiting the freedom of artistic expression.	Yes	Yes
3	60-15-20	State	Statute	Creates the South Carolina Arts Commission, describes appointments and qualifications of its members.	No	No
4	60-15-30	State	Statute	Establishes terms and term limits of commission members, authorizes commission to hire executive director, and addresses commission vacancies.	No	No
5	60-15-40	State	Statute	Addresses compensation for executive director and commission members.	No	No
6	60-15-50	State	Statute	Authorizes commission to hire or remove employees as needed.	No	No
7	60-15-60	State	Statute	Describes the duties of the commission: 1) encourage the study and presentation of, and the public's interest and participation in, the fine and performing arts; 2) study public and private institutions engaged within the State in artistic and cultural activities, including but not limited to music, theater, dance, painting, sculpture, architecture and allied arts and crafts, and make recommendations concerning appropriate methods to encourage participation in and appreciation of the arts; 3) take steps to encourage public interest in the cultural heritage of the state and expand the state's cultural resources; and 4) do such other things as may be necessary to carry out the provisions of this chapter.	Yes	Yes
8	60-15-70	State	Statute	Grants powers to the commission: to hold public or private hearings; enter into contracts; accept gifts, contributions and bequests; to purchase and own property; and to enter into agreements as necessary to accomplish the agency's purpose.	Yes	Yes
9	60-15-75	State	Statute	Directs the agency to develop a program for designating statewide cultural districts; defines the purpose and characteristics of cultural districts; establishes the South Carolina Arts Commission as the designating authority for official cultural districts; instructs the agency to provide leadership and assistance in the development of cultural districts; and instructs the agency to pursue partnerships with other agencies to maximize the benefits of the program.	Yes	Yes
10	60-15-80	State	Statute	Directs the agency to make annual reports to the Governor and General Assembly.	Yes	Yes
11	60-15-90	State	Statute	Establishes the South Carolina Arts Commission as the official agency to receive and disburse Federal funds to programs related to the arts.	Yes	Yes
12	11-35-710 (10)	State	Statute	Exempts the South Carolina Arts Commission from purchasing one-of-a-kind artworks through the Consolidated Procurement Code; and establishes the Arts Commission to review requests by other agencies to purchase similar items.	Yes	Yes
13	59-29-220	State	Statute	Instructs the S.C. Department of Education, in conjunction with the S.C. Arts Commission, to develop arts education curricula in the visual arts, music, dance, and drama.	Yes	Yes

14	59-29-220 (3)	State	Statute	Establishes the South Carolina Arts Commission as the approving agency for professional artists to assist arts teachers and specialists in planning and implementing arts education curricula.	Yes	Yes
15	6-4-35 (3) (g)	State	Statute	Establishes one member of the Tourism Expenditure Review Committee on the recommendation of the South Carolina Arts Commission.	No	No
16	Budget proviso 28.1	State	Proviso	Sets conditions for South Carolina Arts Commission employing professional artists as independent contractors or unclassified employees.	Yes	Yes
17	Budget proviso 28.2	State	Proviso	Allows South Carolina Arts Commission to hold unexpended income from sponsored events, gifts, contributions or bequests in a special revolving account to be used for supporting the programs designated by the benefactor.	Yes	Yes
18	Budget proviso 28.3	State	Proviso	Allows South Carolina Arts Commission to apply a 15% indirect cost rate for any federal grants for which it competes.	Yes	Yes
19	Budget proviso 28.4	State	Proviso	Directs the South Carolina Arts Commission to expend no less than 70% of state appropriation on strategic grant making.	Yes	Yes
20	Budget proviso 28.5	State	Proviso	Directs the South Carolina Arts Commission to report by December 1 of the current year to the House Ways and Means Committee and the Senate Finance Committee the funds distributed to subdivisions.	Yes	Yes

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Customer Template

Divisions or Major Programs	Description	Service/Product Provided to Customers	Customer Segments	<u>Specify only for the following Segments:</u> (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.
Jean Laney Harris Folk Heritage Award	Annual awards to traditional artists and advocates to encourage the preservation, promotion and presentation of traditional arts forms	Awareness and appreciation of South Carolina's traditional cultures and their methods of creative expression	General Public	Age: All Gender: All Economic requirements: All incomes Other required conditions: Practitioners and advocates of traditional art forms in South Carolina
Statewide Arts Services	Direct programming, services, technical assistance and grant support in arts education, community arts development, and artist development	Encourage interest and participation in the arts	General Public	Age: All Gender: All Economic requirements: All incomes Other required conditions: None
Community Arts Development	Direct programming, services, technical assistance and grant support to strengthen local arts and cultural opportunities and accessibility	Grants and other support for public and private institutions engaged in artistic and cultural activities	Industry	Name: Arts & Cultural Sector
Arts Education	Direct programming, services, technical assistance and grant support to provide children with opportunities for a comprehensive education in the arts	Grants and other support for K-12 schools and districts, including private, charter and home schools	School Districts	
Artist Development	Direct programming, services, technical assistance and grant support to assist artists, and creative sector entrepreneurs in building sustainable careers in the arts	Grants and other support for individuals	General Public	Age: Adults Gender: All Economic requirements: All incomes Other required conditions: Practitioners of art forms

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**Partner Template**

<b>Name of Partner Entity</b>	<b>Type of Partner Entity</b>	<b>Description of Partnership</b>	<b>Associated Objective(s)</b>
Grantees	Non-Governmental Organization	Non-profit organizations provide artistic, cultural and educational opportunities for residents and visitors in local communities	<b>1.3.1 - 3, 2.3.1, 3.3.1, 4.3.1, 5.3.1 - 3, 6.1.1 - 3</b>
Grantees	Local Government	Municipal and county government entities provide artistic, cultural and educational opportunities for residents and visitors in local communities	<b>1.3.1 - 3, 2.3.1, 3.3.1, 4.3.1, 5.3.1 - 3, 6.1.1 - 3</b>
National, regional and in-state grantors, including SouthArts, SC Arts Foundation, SC Humanities, Coastal Community Foundation of SC	Non-Governmental Organization	Grantors provide funds to support SCAC programs that align with their own strategic goals and missions	<b>Goals 1 - 4, Strategy 5.2, Obj. 5.4.1, Goal 6</b>
Federal agencies, including the National Endowment for the Arts, U.S. Dept. of Agriculture, Federal Government Federal Promize Zone	Federal Government	Grantors provide funds and/or technical assistance to support SCAC programs that align with their own strategic goals and missions	<b>Goals 1 - 4, Strategy 5.2, Obj. 5.4.1, Goal 6</b>
State agencies, including USC McKissick Museum, Speaker of the House, Lt. Governor's Office, S.C. Dept. of Education, SC Dept. of Disabilities and Special Needs, State Library	State Government	Program partners provide funding, technical assistance, planning and guidance for development and implementation of strategic programs	<b>Goal 1, Obj. 2.2, 2.4.1, Goal 3, 4.2.2, 4.4.1, 5.2.2, 5.2.3, 5.4.1, Goal 6</b>
Colleges and universities, including University of South Carolina, Clemson University, Winthrop University	Higher Education Institute	Program partners provide funding, technical assistance, in-kind services, planning and guidance for development and implementation of strategic programs	<b>1.1.1 - 4, 1.2.1 - 4, 1.4.1 - 2, 1.4.4, 2.2.1, 2.2.3, 2.4.1, Goal 3, 4.2.2, 4.4.1, 5.2.2, 5.2.3, 6.1.1</b>
Arts service organizations and discipline-based organizations, including the S.C. Arts Alliance, Artist U., Hub City Press, National Assembly of State Arts Agencies and others	Non-Governmental Organization	Program partners provide funding, technical assistance, in-kind services, planning and guidance for development and implementation of strategic programs	<b>1.1.4, 1.3.2, 2.2.1 - 3, 2.4.1, 3.2.1, 3.4.1, 4.1.3, 4.2.2, 4.2.3, 4.4.1, 5.1.1 - 3, 5.4.1, 6.1.3</b>
Arts in Basic Curriculum (ABC) schools and districts	K-12 Education Institute	Participating schools and districts receive grant support to implement local arts education planning and programs, provide data and assessments and participate in research	<b>Goal 3</b>
Arts education and other education organizations, including Palmetto State Arts Education, S.C. Center for Dance Education, S.C. Afterschool Alliance, others	Non-Governmental Organization	Program partners provide funding, technical assistance, planning and guidance for development and implementation of strategic programs	<b>Goal 3</b>
S.C. Department of Administration	State Government	SCDOA provides some centralized administrative functions for the SCAC	<b>6.2.1 - 3, 6.3.1 - 4</b>
CommunityWorks SC	Non-Governmental Organization	Program partner works in coordination with SCAC to develop capital and support for small business development for artists	<b>Goal 2</b>

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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
1	Accountability Report	Executive Budget Office and Legislative Oversight Committee	State	Annually	September 15, 2017	Narrative information and data documenting agency performance and progress toward fulfilling its mission; to determine if agency programs are being implemented in accordance with the intent of the General Assembly; to inform the public about state agencies	<a href="http://www.admin.sc.gov/budget/agency-accountability-reports">http://www.admin.sc.gov/budget/agency-accountability-reports</a>
2	Final Descriptive Report	National Endowment for the Arts	Federal	Annually	September 30, 2017	Data on activities supported by Federal funds through the agency's partnership agreement	Request from SCAC
3	Final Grant Report	U.S. Department of Agriculture	Federal	Annually	December 31, 2017	Narrative information and data documenting grant-supported activities under the agencies' Cooperative Agreement	Request from SCAC
4	Final Grant Report	Coastal Community Foundation of SC	Outside Organization	Annually	June 30, 2018	Narrative information and data documenting activities supported by a grant from the Susan and John Bennett Memorial Arts Fund	Request from SCAC

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External Review Template

Item	Name of Entity Conducted External Review	Type of Entity	External Review Timeline (MM/DD/YYYY to MM/DD/YYYY)	Method to Access the External Review Report
1	Office of State Auditor	State	07/01/15 to 06/30/16	