

Legislative Oversight Committee

South Carolina House of Representatives

Post Office Box 11867

Columbia, South Carolina 29211

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



Restructuring & Seven-Year Plan Report Guidelines

February 27, 2015

COMMITTEE INFORMATION

Committee Information

House Legislative Oversight Committee

Post Office Box 11867
Columbia, South Carolina 29211

Telephone 803-212-6810

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Also, 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.

<http://www.scstatehouse.gov/citizens.php> (Click on the link for "*House Legislative Oversight Committee Postings and Reports*.”)

OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

Background

Pursuant to Section 1-30-10(G)(1), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- “reports giving detailed and comprehensive recommendations for the purposes of merging or eliminating duplicative or unnecessary divisions, programs, or personnel within each department to provide a more efficient administration of government services.” (Annual Restructuring Report, Restructuring Report or ARR)

Pursuant to Section 1-30-10(G)(2), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- “a seven-year plan that provides initiatives and/or planned actions that implement cost savings and increased efficiencies of services and responsibilities within the projected seven-year period.” (Seven-Year Plan)

These questions and instructions are provided for the purposes of fulfilling the agency’s requirement to the House Legislative Oversight Committee under these statutes. **Please note the agency’s response will be published on the General Assembly’s website.**

In completing these documents, having a copy of the Fiscal Year 2012-13 Accountability Report and Fiscal Year 2013-14 Accountability Report the agency submitted to the Executive Budget Office will be helpful.

Submission Process

Please complete the information and answer the questions included on the following pages. Please note at the end there is a request to complete an Excel document with the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.). Therefore, for efficiency purposes, the agency may want to keep track of this information while answering the questions instead of waiting until the end.

All forms should be submitted electronically by **March 31, 2015**, to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in both the original format (Word and Excel) and saved as a PDF for online reporting. The signed copy of the Submission Form with a hard copy of the forms and attachments should be mailed to: House Legislative Oversight Committee, Post Office Box 11867, Columbia, South Carolina 29211. Please direct any questions about this process to Jennifer Dobson (jenniferdobson@schouse.gov) or Charles Appleby (charlesappleby@schouse.gov).

OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

Efforts to Avoid Duplication

Please note at the end of each page in this report, the Committee includes the following:

Does the agency already provide the information requested on this page, or similar information, in a report required by a legislative entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency look in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”

In the Excel document attached, there is a template to complete any questions which ask for the same information under the tab labeled, “Similar Information Requested.” The Committee asks this at the end of every page because if the questions on that page seek information similar to information sought in another report to a legislative entity, we want to know so we may communicate with the legislative entity who requires the other report and determine the most efficient way to avoid duplication in the future.

In addition, notice that one section of this report requests the agency list all other reports it has to submit. The Committee is seeking this information to analyze and determine whether there are any recommendations the Committee may make, in collaboration with the other entities which require reports, in an effort to minimize the burden of all the reporting requirements on the agency while still ensuring all appropriate information is provided.

Looking Ahead

The Restructuring Report, Seven-Year Plan and Oversight Study process are new for 2015. Each year the Committee will review information sought from agencies, the methods through which it is sought and any feedback received from agencies. Through this review, it is the Committee’s goal to continually improve its processes and obtain greater effectiveness and efficiency for agencies and the Committee through revisions and updates both in the information it receives and way in which it is collected. The Committee looks forward to working with agencies to provide the most effective and efficient state government for the people of South Carolina.

RESTRUCTURING & SEVEN-YEAR PLAN

South Carolina Arts Commission

Date of Submission: *March 31, 2015*

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

	Name	Date of Hire	Email
Agency Director	Ken May	July 2, 2010	kmay@arts.sc.gov
Previous Agency Director	Suzette M. Surkamer	June 24, 1994	

	Name	Phone	Email
Primary Contact:	Ken May	(803) 734-8689	kmay@arts.sc.gov
Secondary Contact:	Rusty Sox	(803) 734-8899	rsox@arts.sc.gov

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	No
--	----

I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

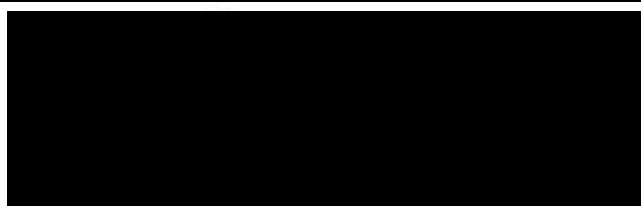
Current Agency Director
(Sign/Date):



(Type/Print Name):

Ken May

If applicable, Board/Commission Chair
(Sign/Date):



(Type/Print Name):

Henry Horowitz

TABLE OF CONTENTS

Insert the appropriate page numbers once the agency has completed the report.

I. Executive Summary	1
Historical Perspective	1
Purpose, Mission & Vision	1
Key Performance Measurement Results	1
II. Organizational Profile	3
III. Laws (Statutes, Regulations, Provisos)	6
IV. Reports & Reviews	6
V. Key Performance Measurement Processes	7
VI. Seven-Year Plan	
General	19
Recommended Changes	19
Additional Information	20
VII. Charts Appendix	22

EXECUTIVE SUMMARY

I. Executive Summary

A. Historical Perspective

1. See [Historical Perspective Chart](#).

B. Purpose, Mission and Vision

1. See [Purpose/Mission/Vision Chart](#).

C. Key Performance Measure Results

1. Mission Effectiveness

- Arts opportunities supported by SCAC grant making: In Fiscal Year 2014 the agency supported more than 6.1 million opportunities for artists, children, residents and visitors to engage in arts activities, with growth in the key area of youth opportunities, speaking to the agency’s mission of promoting high quality of life, education and economic vitality through the arts.
- Counties served through grant making: In Fiscal Year 2014, the Arts Commission directly served 41 of 46 counties with local grants to support arts programs, education and activities. The agency successfully cultivated grants in 6 Of 11 counties the agency has targeted as “underserved,” (having received less than 1 grant/year over the last 3 years), speaking to the agency’s mission to serve *all* South Carolinians, and its vision that *all* South Carolinians enjoy the benefits of the arts, regardless of their location or circumstances.
- Local spending leveraged through matching: In Fiscal Year 2014, the agency supported more than \$99 million in local spending based on reported matching of grants, speaking to the agency’s mission of supporting economic vitality through the arts.

2. Mission Efficiency

- State appropriation expended in grants: Since Fiscal Year 2012, responding to a state budget proviso, the agency has increased the percentage of its state

appropriation that it returns to taxpayers in the form of grants. In FY 2014, the agency expended 78% of its state funding in grants, exceeding the 70% requirement established by proviso.

- Number of grants awarded: The SCAC increased the number of grants administered in Fiscal Year 2014 by 20%, thanks in part to streamlining and automating some processes.
- Agency operating costs: Operating costs continued to decline to around 5% of total budget in Fiscal Year 2014, the ongoing result of moving to different offices in 2012 and maximizing efficiencies in other administrative areas.

3. Quality (Customer Satisfaction)

- Satisfaction with staff assistance: Our customers' satisfaction with staff interaction is high.
- Programs align with customer needs: Our customers believe that SCAC programs are relevant to their needs.
- Satisfaction with grant review process: Our customers are generally satisfied with the way grant proposals are reviewed and evaluated, and the ways in which funding decisions are made.
- Overall customer satisfaction: Overall customer satisfaction with the agency is high.

4. Workforce Engagement

- Length of job stay: Arts Commission employees tend to stay in their positions with the agency substantially longer than national averages.
- Staff professional development: On average, Arts Commission employees receive 2 ½ days per year of staff development and training opportunities.

5. Operational/Work System Performance

- Grants management process improvement: the agency's attention to improving key work processes, illustrated by multiple aspects of the Arts Commission's grants management and administration process, yields higher performance, productivity and efficiency for the agency.

ORGANIZATIONAL PROFILE

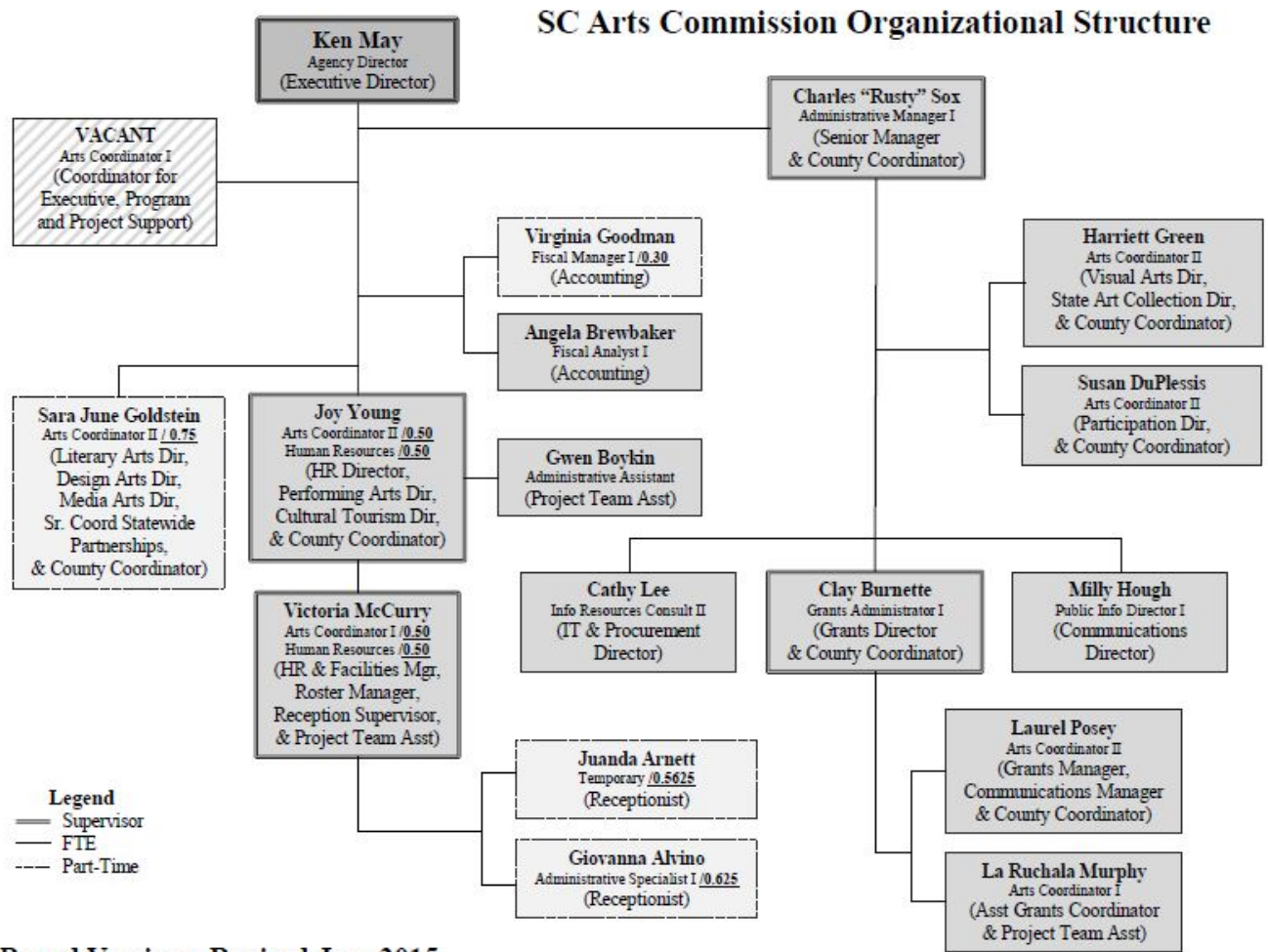
II. Organizational Profile

This section asks for a fact based description of the agency. Please provide information in the stated Excel template. If an Excel template is not referenced, provide the information in bullet style.

1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;
 - a. See [Key Deliverables Chart](#).
2. The agency's key customers and their requirements and expectations;
 - a. See [Key Customers Chart](#).
3. The agency's key stakeholders (other than customers);
 - a. See [Key Stakeholders Chart](#).
4. Other state agencies which have the biggest impact on the agency's mission success;
 - a. See [Key Partner Agency Chart](#).
5. The agency's performance improvement system(s);
 - a. Employee Performance Management System (EPMS) – The agency has established a universal review date for all employees. EPMS planning and evaluation criteria are directly linked to position descriptions, goals identified in each employee's annual work plan and the agency's current strategic plan.
 - b. Agency strategic planning process – The Arts Commission operates on 2- or 3-year strategic plans which identify goals, objectives, strategies and measures. Progress on the strategic plan is monitored at least quarterly and progress reports are provided for the Board of Commissioners at each commission meeting.
 - c. Process improvement teams – The agency director or Board of Commissioners will charter process improvement teams to examine specific programs or processes, improve performance, identify efficiencies and respond to customer needs. Process improvement teams are made up of appropriate staff and board members and may be standing or ad hoc teams.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the [Similar Information Requested Chart](#). If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

6. The agency's organizational structure in flow chart format;



Board Version: Revised Jan. 2015

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

7. Details about the body to whom the Agency Head reports;
 - a. See [Overseeing Body Chart](#).
8. See [Major Program Areas Chart](#).
9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.
 - a. The state's renewed commitment to improving the quality of K-12 education is an emerging issue that will impact the Arts Commission. A significant portion of the agency's mission, programs and budget deals with K-12 arts education. The Arts Commission must be poised to lead the effort in arts education reform and will require adequate resources to move the state forward in this area.

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ORGANIZATIONAL PROFILE

III. Laws (Statutes, Regulations, Provisos)

This section asks for state and federal statutes, regulations and provisos (“Laws”) which apply to the agency.

1. See [Legal Standards Chart](#).

IV. Reports and Reviews

This section asks for information about reports the agency is required to submit to a legislative entity and the agency’s internal review process.

1. See [Agency Reporting Requirements Chart](#).
2. See [Internal Audit Chart](#).

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the [Similar Information Requested Chart](#). If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”

RESTRUCTURING REPORT

V. Key Performance Measurement Processes

This category examines the agency's performance and improvement in key areas. Performance levels are examined relative to those of competitors and other organizations providing similar programs and services. Information is typically displayed by the use of performance measures. Quantitative measures may be supplemented by a discussion of qualitative measures where appropriate; however, every effort should be made to use appropriate quantitative measures that can be charted to show trends and comparisons to benchmarks.

Address only top-level results showing aggregate measures of agency-wide performance that are reflective of the value added to customers. Please include comparative data as applicable. These results are typically captured in performance goals and planning documents. When determining which processes are "key processes" consider the business impacts, and select those processes that are most important to the customer (both internal and external) to satisfy their requirements and/or those processes with problem areas identified by management.

Note: Results information (i.e., each chart, graph, table) reported for this category should be referenced to the specific question number (Ex. Chart 5.1-1, Graph 5.1-2, Table 5.1-3). The third digit identifies the sequential position of the specific chart, graph or table included in the agency's responses to each questions.

For each performance measurement included in response to the questions on the next page under Subsection A, please provide the following information:

- a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
 - i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
 - ii. If the agency did not use results from an entity the agency listed in response to "i" as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?
 - iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.
- b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.
- c. Trends the agency has seen and the method by which it analyzes trends in these results.
- d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).
 - i. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

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RESTRUCTURING REPORT

V. Key Performance Measurement Processes (cont.)

A. Results of Agency's Key Performance Measurements

Mission Effectiveness

1. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things?))?

Table V.A.1-1: Arts Opportunities Supported by SCAC Grant Making

Targeted Groups	Opportunities Supported – FY2013	Opportunities Supported – FY2014	Goals
Artist Opportunities	60,760	71,113	70,000
Youth Arts Experiences	854,414	880,701	800,000
Adult Arts Experiences	5,453,741	5,182,651	6,000,000
Total Arts Experiences	6,368,915	6,134,465	6,870,000

Table V.A.1-2: Counties Served through Grant Making

	FY 2013	FY 2014	Goals
Underserved counties receiving grants	6	6	11
Total counties receiving grants	41	41	46

Table V.A.1-3: Local Spending Leveraged Through Matching

FY 2013	FY 2014	Goals
\$86.2 million	\$99 million	\$85 million

- a. The Arts Commission uses grant making as one of its key processes for accomplishing its mission of creating a thriving arts environment for the benefit of all South Carolinians. Strategic grant making supports organizations, artists and arts activities that deliver high-quality arts and arts education experiences to residents, students and visitors. Performance goals seek to demonstrate effectiveness in bringing the arts to a broad spectrum of people and communities.

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- i. The SCAC considers the National Endowment for the Arts (NEA) to be the nation’s lead organization in delivering similar products and services. The SCAC has modeled many of its programs on the NEA’s. Other high-performing organizations include SouthArts, the southeast regional arts service organization, and other state arts agencies around the nation.
- ii. South Carolina’s grant making programs are designed to address the unique needs of this state, its population, and long-range goals for the arts identified through a statewide planning process. Benchmarks and goals are established based on the SCAC’s own grant making history, capacity for delivering services, strategic priorities of the agency, and current and projected budget and operational realities.
- iii. Authorities and leaders in public-sector arts grant making in the USA include:

Laura Scanlan, State & Regional Director, Partnership Team Leader
 National Endowment for the Arts
 400 7th Street SW
 Washington, DC 20506
 (202) 682-5400
scanlanl@arts.gov

Kelly J. Barsdate, Interim Chief Executive Officer
 National Assembly of State Arts Agencies
 1200 18th Street NW, Suite 1100
 Washington, D.C. 20036
 202-347-6352
kelly.barsdate@nasaa-arts.org

- b. Senior agency leaders who monitor grant making data and frequency:

Executive Director	At least quarterly
Senior Manager	At least quarterly
Grants Director	At least monthly
Board of Commissioners	Quarterly

- c. Trends in grant making: After a period of shrinking state budgets during which the SCAC gave fewer and smaller grants, the agency’s grant budgets are improving, allowing the SCAC to make more grant awards of higher value. As a result the agency is recording, in general, higher numbers of individuals and communities served, increasing numbers of opportunities supported in key

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strategic areas, and higher levels of economic impact reflected in local spending for matching requirements.

- d. The Arts Commission does have reasonable control over these results. While the agency’s grant making budget and capacity for delivering services are influenced by decisions of the General Assembly and Federal Government, the agency exercises control over the strategic use of its grant funds, targets for key populations and regions, and requirements for matching funds.

Mission Efficiency

- 2. What are the agency’s actual performance levels for two to four of the agency’s key performance measurements for mission efficiency (i.e., a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (i.e., is the agency doing things right?)) including measures of cost containment, as appropriate?

Table V.A.2-1: State Appropriation Expended in Grants

FY 2012	FY 2013	FY 2014	Target
69%	74%	78%	70%

Table V.A.2-2: Number of Grants Awarded

FY 2013	FY 2014
261	315

Table V.A.2-3: Agency Operating Costs - % of Total Budget

FY 2012	FY 2013	FY 2014	Target
12%	7%	5%	< 10%

- a. In Fiscal Year 2012, the General Assembly added a budget proviso (currently 28.4) requiring the Arts Commission to expend a minimum of 70% of its annual state appropriation in grants. In its first year under that proviso, the agency missed the target by less than 1%. In subsequent years, the agency has shown notable progress in exceeding the requirements of the proviso. The agency has increased the number of grants it services on an annual basis (without adding personnel) while reducing its annual operating costs (Table V.A.2-3). The result has been more state funds returned to taxpayers and their communities in the form of grants to communities, schools and individuals.
 - i. The SCAC considers the National Endowment for the Arts (NEA) to be the nation’s lead organization in delivering similar products and services. The SCAC has modeled many of its programs on the NEA’s. Other high-

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performing organizations include SouthArts, the southeast regional arts service organization, and other state arts agencies around the nation.

- ii. The Arts Commission benchmarks against the requirement established in proviso 28.4 in the Fiscal Year 2015 state budget.
- iii. Authorities and leaders in public-sector arts grant making in the USA include:

Laura Scanlan, State & Regional Director, Partnership Team Leader
National Endowment for the Arts
400 7th Street SW
Washington, DC 20506
(202) 682-5400
scanlanl@arts.gov

Kelly J. Barsdate, Interim Chief Executive Officer
National Assembly of State Arts Agencies
1200 18th Street NW, Suite 1100
Washington, D.C. 20036
202-347-6352
kelly.barsdate@nasaa-arts.org

- b. Senior agency leaders who monitor agency expenditures related to grant making and proviso compliance include:

Executive Director	At least quarterly
Comptroller	At least monthly
Grants Director	At least monthly
Board of Commissioners	Quarterly

- c. Trends in grant expenditures: since FY 2012 the Arts Commission has seen marked improvement in its compliance with proviso 28.4, a substantial increase in the number of individual grant awards managed annually, and a steady decrease in agency operating costs.
- d. The agency does have reasonable control over this result through appropriate budgeting practices, planning and ongoing monitoring of expenditures.

Quality (Customer Satisfaction)

- 3. What are the agency's actual performance levels for two to four of the agency's key performance measurements for quality (i.e., degree to which a deliverable (product or service) meets customer requirements and expectations (a customer

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is defined as an actual or potential user of the agency’s products or services)) for the agency as a whole and for each program listed in the agency’s Major Program Areas Chart?

Table V.A.3-1: Customer Satisfaction Scores, Scale of 1-5, Lower = Better

	FY 2012	FY 2013	FY 2014	Goals
Satisfaction with staff assistance	1.3	1.6	1.7	1
Grants and programs align with customer needs	1.6	1.9	1.8	1
Satisfaction with grant review/awarding process	2	2.2	2	1
Overall satisfaction with agency programs and services	1.7	1.9	1.9	1

- a. The Arts Commission strives to achieve the highest possible levels of customer satisfaction with its programs, services and delivery systems. The agency annually surveys its largest and most deeply engaged cohort of customers, General Operating Support grantees. A set of 12 questions asks customers to rate their satisfaction with a range of agency products and services, including the agency’s web site, email newsletter, direct staff assistance, ease of using online grant applications, deadlines, etc. The four most relevant measures are represented in Table V.A.3-1.
 - i. The American Customer Satisfaction Index measures customer satisfaction ratings across a spectrum of industrial and economic sectors, including the Public Administration/Government sector.
 - ii. The selected benchmarks directly reflect the Arts Commission’s own efforts and ambition to continually improve its programs and services and respond to specific customer needs. While our customer satisfaction measures are not modeled on the ACSI methodology, our results indicate a higher level of satisfaction among Arts Commission customers than of the nation’s satisfaction with the Public Administration/Government sector as a whole.

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iii. American Customer Satisfaction Index

625 Avis Drive
 Ann Arbor, MI 48108
 (734) 913-0788
www.theacsi.org

b. Senior agency leaders who monitor customer satisfaction measures include:

Executive Director	Annually
Senior Manager	Annually
Board of Commissioners	Annually

c. Trends in customer satisfaction: satisfaction ratings in all areas are consistently high (scores above 3). We have observed a slight downward trend in satisfaction with staff assistance. Lowest satisfaction scores (but still above satisfactory) occur with issues around online grant application platforms and their ease of use.

d. The agency has control over these results to when it uses customer feedback to continuously review and improve its products and services, ensure that programs are needed and relevant for its customers, and are accessible to a the broad spectrum of customers and environments that exist in South Carolina.

Workforce Engagement

4. What are the agency’s actual performance levels for two to four of the agency’s key performance measurements for workforce engagement, satisfaction, retention and development of the agency’s workforce, including leaders, for the agency as a whole and for each program listed in the agency’s Major Program Areas Chart?

Table V.A.4-1: Length of Job Stay

	FY 2012	FY 2013	FY 2014	BLS Benchmark
< 5 years	37%	6%	6%	49.5%
5 -9 years	16%	23.5%	18%	21.5%
10 – 14 years	5%	18%	23%	12%
15 – 19 years	21%	23.5%	18%	6.5%
20 + years	21%	29%	35%	10.6%
Total # of permanent employees (FT+PT)	19	17	17	

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Table V.A.4-2: Staff Professional Development

	FY 2012	FY 2013	FY 2014
# of staff trained	19	17	17
Avg. # hours provided	15	18.5	18.5

- a. The Arts Commission strives to provide its employees with an inspirational and satisfying work experience. As a result, employee turnover is generally low and many staff members enjoy long-term careers with the Arts Commission. Opportunities for staff development and continuous learning include webinars, online training, direct training and attendance at conferences.
 - i. The Arts Commission typically looks to the S.C. State Human Resources Division for guidance and data related to human resource management. Other authoritative resources include the Society for Human Resource Management and U.S. Bureau of Labor Statistics.
 - ii. The benchmark is from the U.S. Department of Labor Bureau of Labor Statistics, the nation’s authority on labor market activity and working conditions.
 - iii. Sam Wilkins, Director
S.C. Human Resources Division
8301 Parklane Road, Suite A220
Columbia, SC 29223
(803) 896-5300
- b. Senior agency leaders who monitor workforce data include:

Executive Director	Quarterly
Human Resources Manager	Monthly
Senior Manager	Annually
- c. Trends in workforce data: more than half of the Arts Commission’s small staff has worked with the agency (or in state government) for more than 15 years. The result is a high level of knowledge, experience and expertise available from the agency for the public’s benefit. An implication is that a significant portion of the small staff will be exploring retirement in the near future.
- d. The agency has control over this result to the extent that it is able to provide a satisfactory workplace, motivate employees to perform at high levels of quality and productivity, and provide opportunities for employees to achieve satisfaction in the workplace.

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Operational/Work System Performance

5. What are the agency's actual performance levels for two to four of the agency's key performance measurements for operational efficiency and work system performance (includes measures related to the following: innovation and improvement results; improvements to cycle or wait times; supplier and partner performance; and results related to emergency drills or exercises) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

Table V.A.5-1: Grants Management Process Improvement

Action	Results
Map the process to identify bottlenecks, redundancies, poorly defined or cost-added steps.	Streamlined process; Improved processing times
Use digital and online platforms for applications and record keeping wherever possible	Reduced paperwork burden & requirements for applicants and staff; Fewer missing pieces in application packages; Fewer incidents of misplaced paperwork and clerical errors; More consistent information and data in applications and reports; Broader access to grant records for staff at large; Easier data transfer into grants database; Easier access and scoring process for grant reviewers
Eliminate application fees	Broader access to grants by the public; Eliminated transaction times and costs associated with processing nominal payments; Improved customer relations
Restructure work flow: reassign some logical tasks from Grants Office to Accounting	Improved payment processing times; Faster grant payments to customers; More efficient reconciliations

- a. The agency has invested substantial staff time and resources to streamline its grant making and administration processes with goals of minimizing the burden on applicants (while maintaining a required level of accountability and quality control); and making the grants administration process more efficient. An internal team chartered for this purpose began work in FY 2012, analyzing a single grant program, piloting proposed changes, and tracking the results. This process continues as the changes are being implemented more broadly across

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additional programs, with strong positive results for both the agency and its customers.

- i. The SCAC considers the National Endowment for the Arts (NEA) to be the nation’s lead organization in delivering similar products and services. The SCAC has modeled many of its programs on the NEA’s. Other high-performing organizations include SouthArts, the southeast regional arts service organization, and other state arts agencies around the nation.
- ii. For these results, the agency benchmarks against its own internal goals for results established by the process improvement team.
- iii. Authorities and leaders in public-sector arts grant making in the USA include:

Laura Scanlan, State & Regional Director, Partnership Team Leader
National Endowment for the Arts
400 7th Street SW
Washington, DC 20506
(202) 682-5400
scanlanl@arts.gov

Kelly J. Barsdate, Interim Chief Executive Officer
National Assembly of State Arts Agencies
1200 18th Street NW, Suite 1100
Washington, D.C. 20036
202-347-6352
kelly.barsdate@nasaa-arts.org

- b. Senior leaders who review these performance measures include:

Grants Director	At least quarterly
Senior Manager	Annually
Executive Director	Annually

- c. The agency has observed shortened wait times between closing one fiscal year and issuing contracts for the next; reduced incidents of “chasing” missing paperwork or information left out of grant application packages; fewer internal errors resulting from manually transferring data from paper applications into databases; better access to information for all program staff; and improved ease of data collection, analysis and reporting.
- d. The agency has control over these results.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”

RESTRUCTURING REPORT

V. Key Performance Measurement Processes (cont.)

B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?
 - a. Youth arts experiences supported
 - b. Counties served through grant making (focus on underserved)
 - c. Percentage of state appropriation expended in grants

C. Databases/Document Management

1. List all electronic databases/document management/business intelligence systems or programs utilized by the agency, including, but not limited to all relational database management systems.
 - a. PEARL grants administration and management database
 - b. SCEIS (South Carolina Enterprise Information System)
 - c. GO (Grants Online) grant application intake and review platform

D. Recommended Restructuring

Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report ("Process").

1. Yes or No, based on the information obtained and analysis performed during the Process, does the agency have any recommendations for restructuring (either that it could do internally or that would need the assistance of revised or new legislation) that would merge or eliminate duplicative or unnecessary divisions, programs, or personnel within each department of the agency to provide a more efficient administration of government services?
 - a. If yes, please provide the agency's suggestions.

The Arts Commission sees opportunities in the following suggestions:

- i. Contract with the Budget & Control Board/Dept. of Administration to provide some of the agency's Information Technology needs, including desktop support and server hosting;
- ii. Explore contracting with the B&CB/DOA to manage some accounting and finance needs and possible deepen our current relationship dealing with purchasing and procurement;
- iii. Continue to migrate more agency programs to an online grant application platform.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

SEVEN-YEAR PLAN

VI. Seven-Year Plan

A. General

1. Yes or No, does the agency have a plan that provides initiatives and/or planned actions the agency will take during the next seven fiscal years that implement cost savings and increased efficiencies of services and responsibilities in order to continually improve its ability to respond to the needs of the state's citizens?

If yes, go to Current/Recommended Actions Section.

If no, skip Current/Recommended Actions Section and go to Additional Questions.

No.

B. Current/Recommended Actions

1. Describe all of the actions the agency is currently taking and plans it has for initiatives and actions during the next seven fiscal years to work to achieve greater efficiency in its operations in order to continually improve its ability to respond to the needs of the state's citizens? In this description, provide the names of all personnel who are responsible for overseeing the actions and plans.
2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?
3. Is legislative action required to allow the department/agency to implement the current or recommended actions?
4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.
5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.
6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?

Now go to Additional Questions.

SEVEN-YEAR PLAN

VI. Seven-Year Plan (cont.)

C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?
 - a. Grants and other resources support the work of artists in South Carolina.
 - b. Ensure arts education programs and the mechanisms that support them are broadly accessible to diverse schools and communities in South Carolina.
 - c. Grants and other resources support local organizations that deliver high-quality arts programs in local communities.
2. What are the fundamentals required to accomplish the objectives?
 - a. Adequate support from state, federal and private sectors.
 - b. Arts Commission programs, systems and staffing are aligned to address the agency's strategic and long-range goals.
 - c. Recognition of the value the arts have in the state's economy, education system and unique cultural identity.
3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?

www.SouthCarolinaArts.com
www.SCartshub.com
4. Is there any additional information the agency would like to provide the Committee or public?
5. Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan ("Process"). State the total amount of time taken to do the following:
 - a. Complete the Process – 15 hours
 - b. Complete this Report – 37.5 hours
6. Please complete the **Personnel Involved Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Personnel Involved." Please list the

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name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in the Restructuring and Seven-Year Plan Report and their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.).

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

CHARTS APPENDIX

VII. Excel Charts

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

Similar Information Requested Chart _____ *Appendix I*

Historical Perspective Chart _____ *Appendix II*

Purpose, Mission Chart _____ *Appendix III*

Key Partner Agency Chart _____ *Appendix IV*

Key Products Chart _____ *Appendix V*

Key Customers Chart _____ *Appendix VI*

Key Stakeholders Chart _____ *Appendix VII*

Overseeing Body Chart (General and Individual Member) _____ *Appendix VIII, IX*

Major Program Areas Chart _____ *Appendix X*

Legal Standards Chart _____ *Appendix XI*

Agency Reporting Requirements Chart _____ *Appendix XII*

Internal Audits Chart _____ *Appendix XIII*

Personnel Involved Chart _____ *Appendix XIV*

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

Agency Name: Arts Commission
 Agency Code: H91
 Agency Section: 28

Appendix I: Similar Information Requested Chart

INSTRUCTIONS: Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
South Carolina Arts Commission	Legal Standards Chart	Restructuring Plan	Restructuring	Senate Oversight Committee	Annually
South Carolina Arts Commission	V.D.1: Recommended Restructuring	Restructuring Plan	Cost Savings and Increased Efficiencies	Senate Oversight Committee	Annually
South Carolina Arts Commission	Purpose, Mission & Vision Chart	Accountability Report	Agency's Discussion and Analysis	Executive Budget Office	Annually
South Carolina Arts Commission	Major Program Areas Chart	Accountability Report	Program Template	Executive Budget Office	Annually
South Carolina Arts Commission	Key Performance Measure Processes	Accountability Report	Performance Measures	Executive Budget Office	Annually

Agency Name: Arts Commission
 Agency Section: 28
 Agency Code: H91

Appendix II: Historical Perspective Chart

INSTRUCTIONS: Please provide information about any restructuring or major changes in the agency's purpose or mission **during the last ten years**. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
South Carolina Arts Commission	FY 2006	Retirement of 2 long-term program staff. Positions held vacant and most programmatic duties spread across existing staff.	Agency eliminated program(s) focused on media arts.
South Carolina Arts Commission	FY 2008	Retirement of long-term database administrator. Database administration combined into function of Information Technology department.	
South Carolina Arts Commission	FY 2009	Retirement or resignation of 2 program staff. Positions held vacant and some programmatic duties spread across existing staff.	Agency eliminated program(s) focused on design arts.
South Carolina Arts Commission	FY 2009	Retirement of executive director. Deputy director promoted, deputy position not filled. Management and programmatic responsibilities spread across existing staff. Agency programs and staff restructured.	
South Carolina Arts Commission	FY 2010	Retirement of human resources director and procurement director. Positions held vacant and duties spread across existing staff.	

Agency Name: Arts Commission

Agency Section: 28

Agency Code: H91

Appendix II: Historical Perspective Chart

South Carolina Arts Commission	FY 2011	Retirement or resignation of 3 program staff. Positions held vacant and duties spread across existing staff.	
South Carolina Arts Commission	FY 2011	Resignation of accounting staff. Agency entered into a shared services partnership with Archives & History for the position of comptroller.	
South Carolina Arts Commission	FY 2012	Agency moved to smaller offices	
South Carolina Arts Commission	FY 2013	Resignation of network & facilities administrator. Responsibilities of IT, database management, facility management, procurement combined under 1 staff.	
South Carolina Arts Commission	FY 2013	Resignation of Folk and Traditional Arts program staff. Agency entered into shared services partnership with USC/McKissick Museum to implement Folk and Traditional Arts programming.	

Agency Name: Arts Commission
 Agency Code: H91
 Agency Section: 28

Appendix III: Purpose/Mission/Vision Chart

INSTRUCTIONS: Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in paranethesis. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisos listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
South Carolina Arts Commission	7-Jun-67	To ensure that the arts will continue to grow and play a significant part in the welfare and education of South Carolina citizens, and to encourage and assist the freedom of artistic expression that is essential for the well-being of the arts.	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.	All South Carolinians have the opportunity to enjoy the benefits of the arts in their lives and communities, regardless of their location or circumstances.	Purpose: 2 - 11 Mission: 1 - 11, 13 Vision: 1 - 11, 13

Appendix IV: Key Partner Agencies Chart

INSTRUCTIONS: List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
South Carolina Arts Commission	S.C. Department of Education	Arts in Basic Curriculum Partnership	Schools served through ABC Partnership Students served through ABC Partnership Teachers attending ABC Summer Institutes	II. Statewide Arts Services
South Carolina Arts Commission	Winthrop University	Arts in Basic Curriculum Partnership	Schools served through ABC Partnership Students served through ABC Partnership Teachers attending ABC Summer Institutes	II. Statewide Arts Services
South Carolina Arts Commission	University of South Carolina McKissick Museum	S.C. Folk and Traditional Arts Partnership	F&TA applications received F&TA grants awarded Joint programs successfully implemented F&TA survey progress	II. Statewide Arts Services
South Carolina Arts Commission	Furman University Riley Institute	Diversity Leaders Initiative	Joint programs successfully implemented Agency diversity goals	II. Statewide Arts Services
South Carolina Arts Commission	Budget and Control Board/Dept. of Administration	Agency procurement processing	Transactions processed	II. Statewide Arts Services
South Carolina Arts Commission	S.C. Department of Disabilities and Special Needs	Joint Support of Arts Access SC	People with disabilities served	II. Statewide Arts Services

INSTRUCTIONS: Provide information about the agency's key deliverables (i.e. products or services); primary methods by which these are delivered; and, as applicable, actions that may reduce the general public and/or other agencies initial or repetitive need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of three most significant, do not put anything in this column. The Major Program Areas Cross References Column should link the deliverable to the major program area, in the Major Program Areas Chart, within which that product or service is provided. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it once)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
South Carolina Arts Commission	1	Staff assistance	1	The SCAC's staff of experienced arts professionals consult with and assist local communities, organizations, governments, schools, artists, citizens and others. These services are delivered via direct interaction between staff and constituents: in person, telephone, email.			Increased agency capacity to provide direct staff services Additional opportunities for staff development	II. Statewide Arts Services
South Carolina Arts Comm	2	Direct programs	3	Programs, exhibitions, conferences, awards and other events wholly produced and presented by the Arts Commission, usually targeted to a statewide audience			Increased agency capacity to develop and deliver more direct programs.	II. Statewide Arts Services
South Carolina Arts Comm	3	Partnerships		Agreements between agencies and organizations with common goals to collaborate and share resources directed to achieving those goals.				II. Statewide Arts Services
South Carolina Arts Comm	4	Grants	2	Grant 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			Increased agency capacity to award grants at higher amounts	II. Statewide Arts Services

Appendix VI: Key Customers Chart

INSTRUCTIONS: Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Customer Segments	Requirements/Expecations	Deliverables Cross References
South Carolina Arts Commission	1	Local arts providers	Usually non-profit or government organizations, their expectations include reliable and relevant information for and about the arts industry, access to state and federal funding sources, and assistance from a responsive and knowledgeable staff	1 - 4
South Carolina Arts Comm	2	Arts educators	teachers, schools, administrators and districts, their requirements include information and best practices linking the arts and today's educational environment, access to state and federal funding sources, and opportunities for training and professional development	1 - 4
South Carolina Arts Comm	3	Artists	individuals practicing a variety of art forms, their expectations include opportunities for practicing, producing, presenting and selling their art, support from public and private sectors that promotes their success, access to information and resources that promotes their success and interaction with the public	1 - 4
South Carolina Arts Comm	4	Citizens	individuals who participate as arts consumers expect opportunities to enjoy quality arts experiences in or near the communities where they live. Citizens who do not consider themselves direct arts consumers benefit from the higher quality of life they enjoy in communities where artists and quality arts programs are present	1 - 4

Agency Name: Arts Commission

Agency Section: 28

Agency Code: H91

Appendix VI: Key Customers Chart

South Carolina Arts Comm	5	Communities/local governments	regions, counties, municipalities and other communities expect to benefit from the quality the arts add to the lives of their citizens and the competitive edge the arts give communities as they promote economic development, attract new business, and attract and retain a qualified workforce	1 - 4
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Appendix VII: Key Stakeholder Chart

INSTRUCTIONS: Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expecations	Deliverables Cross References
South Carolina Arts Commission	1	Students and parents	Access to quality K-12 education in and through the arts	1 - 4
South Carolina Arts Commission	2	Businesses and corporations	A quality of life and business environment that encourages a stable and satisfied workforce in communities where they operate	1 - 3
South Carolina Arts Commission	3	Higher education	Incoming students prepared to participate in a well-rounded academic and campus life Students able to engage in creative problem-solving, teamwork and achieve academic and social success	1 - 4
South Carolina Arts Commission	4	Tourism industry	Cultural destinations and uniquely South Carolina experiences that attract cultural tourists who stay longer and spend more	1 - 4
South Carolina Arts Commission	5	For-profit arts and creative industries	A market for creative products and services	1 - 3

INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
South Carolina Arts Commission	Commission		9 seats/6 currently filled	Appointed	Governor	3 years and until their successors have been appointed and qualify	0	2	Commissioners are serving extended terms and several seats are currently unfilled. New appointments to the commission will be important for continued effective governance of the agency.	

Appendix IX: Overseeing Body - Individual Members Chart

INSTRUCTIONS: Provide information about the individual members on the body that oversees the agency including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart, in which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
South Carolina Arts Commission	Henry Horowitz	Oxford Capital Partners, LLC 104 West Broad Street Greenville, S.C. 29601	Businessman	Jul-08	Currently serving	6.5	n/a	All
South Carolina Arts Commission	Delores Crawford	P.O. Box 6217 North Augusta, S.C. 29861-6217	Businesswoman	Jun-10	Currently serving	5	n/a	All
South Carolina Arts Commission	Sarah Lynn Hayes	836 Myrtle Drive Rock Hill, S.C. 29730	Educator	Apr-07	Currently serving	8	n/a	All
South Carolina Arts Commission	Charles T. Ferillo, Jr.	P.O. Box 5975 Columbia, S.C. 29250	Businessman	Jun-03	Currently serving	12	n/a	All
South Carolina Arts Commission	Barbara R. Nwokike	7 Family Circle Charleston, S.C. 29407	Engineer, small businesswoman	Jun-07	Currently serving	8	n/a	All
South Carolina Arts Commission	Elizabeth Sowards	315 Quail Walk Trail Chapin, S.C. 29036	Community volunteer	Feb-08	Currently serving	7	n/a	All

INSTRUCTIONS: Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns B - K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Report, just make sure of the following:

a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be "listed ONLY" in the box labeled "Remainder of Programs", with those program expenditures detailed in the box labeled "Remainder of Expenditures." If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.

b) The "Associated Objective(s)" column in the Program Template of the FY 2-13-14 Accountability report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (ex. Chart 5.2-1 or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and

c) An additional column, titled "Legal Standards Cross References," has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisos listed in the Laws Section of this report, which they satisfy.

Included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, key performance measures cross reference, legal standards cross references or remainder of expenditures, however the agency must complete these columns when submitting this chart in final form. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Note:
 -Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report.
 -Legal Standards Cross References Column links major programs to the statutes, regulations and provisos they satisfy which are listed in the Laws Section of the Restructuring Report.

Agency Submitting Report	Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Key Performance Measures Cross Reference	Legal Standards Cross References
			General	Other	Federal	TOTAL	General	Other	Federal	TOTAL		
South Carolina Arts Commission	II. Statewide Arts Services	Direct programming, services, technical assistance and grant support in arts education, community arts development, and artist development.	\$1,817,985 % of Total Budget: 63	\$ 35,981 % of Total Budget:1	\$645,364 % of Total Budget:22	\$ 2,499,330 % of Total Budget:87	\$2,764,703 % of Total Budget:74	\$ 96,003 % of Total Budget: 3	\$ 499,565 % of Total Budget:13	\$3,360,271 % of Total Budget: 90	V.A.1-1, V.A.1-2, V.A.1-3, V.A.2-2, V.A.3-1, V.A.5-1	1,2,7,8,9,11,12,13, 14,

Remainder of Programs: List any programs not included above and show the remainder of expenditures by source of funds.							
Administration		47,618		47,618	95,236	49,040	98,080
Employee Benefits		123,691		155,182	278,873	155,503	263,361

Remainder of Expenditures:	\$171,309		\$202,800	\$374,109	\$204,543		\$156,898	\$361,441
	% of Total Budget 6	% of Total Budget	% of Total Budget 7	% of Total Budget 13	% of Total Budget 5	% of Total Budget	% of Total Budget 4	% of Total Budget 10

Agency Name: Arts Commission
 Agency Code: H91
 Agency Section: 28

Appendix XI: Legal Standards Chart

INSTRUCTIONS: List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice and Department of Transportation. The agency will see that a statute should be listed again on a separate line for each year there was an amendment to it. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Statute/Regulation/ Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
South Carolina Arts Commission	1	2-66-10	State	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.
South Carolina Arts Commission	2	60-15-10	State	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 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.
South Carolina Arts Commission	3	60-15-20	State	Creates the South Carolina Arts Commission, describes appointments and qualifications of its members.
South Carolina Arts Commission	4	60-15-30	State	Establishes terms and term limits of commission members, authorizes commission to hire executive director, and addresses commission vacancies.
South Carolina Arts Commission	5	60-15-40	State	Addresses compensation for executive director and commission members.
South Carolina Arts Commission	6	60-15-50	State	Authorizes commission to hire or remove employees as needed.
South Carolina Arts Commission	7	60-15-60	State	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.
South Carolina Arts Commission	8	60-15-70	State	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.
South Carolina Arts Commission	9	60-15-75	State	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.

Agency Name: Arts Commission

Agency Code: H91

Agency Section: 28

Appendix XI: Legal Standards Chart

South Carolina Arts Commission	10	60-15-80	State	Directs the agency to make annual reports to the Governor and General Assembly.
South Carolina Arts Commission	11	60-15-90	State	Establishes the South Carolina Arts Commission as the official agency to receive and disburse Federal funds to programs related to the arts.
South Carolina Arts Commission	12	11-35-710 (10)	State	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.
South Carolina Arts Commission	13	59-29-220	State	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.
South Carolina Arts Commission	14	59-29-220 (3)	State	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.
South Carolina Arts Commission	15	6-4-35 (3)(g)	State	Establishes one member of the Tourism Expenditure Review Committee on the recommendation of the South Carolina Arts Commission.
South Carolina Arts Commission	16	FY 2015 Budget Proviso 28.4	State	Directs the South Carolina Arts Commission to expend no less than 70% of state appropriation on strategic grant making.

INSTRUCTIONS: List all reports, if any, the agency is required to submit to a legislative entity. Beside each include the following under the appropriate column: a) Name of the report; b) Legislative entity that requires the report; c) Law(s) that require the agency to provide the report; d) Stated legislative intent (from legislative entity, statute, regulation or other source) in providing the report; e) Frequency with which the report is required (i.e. annually, monthly, etc.); f) Approximate year the agency first started providing the report; g) Approximate cost to complete the report and any positive results from completing and submitting the report; and h) Method by which the agency receives, completes and submits the report (i.e. receive via emailed word document; log into or open program, enter data and click submit; etc.). Included below are examples of reports the agency may have to submit. The example does not include information in the columns under # of staff needed to complete the report; approx. total amount of time to complete the report and approx. total cost to complete the report, however the agency must complete these columns when submitting this chart in final form. Please delete the example figures before submitting this chart in final form, unless it applies to the agency, in which case ensure the information about those reports is complete. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Report Name	Legislative Entity Requesting Report	Law Requiring Report	Stated Intent of Report	Year First Required to Complete Report	Reporting Freq.	# of Days in which to Complete Report	Month Report Template is Received by Agency	Month Agency is Required to Submit the Report	Cost to Complete Report		Positive Results of Reporting	Method in which Report Template is Sent to Agency (i.e. via email; receive)	Format in which Report Template is Sent to Agency	Method in which Agency Submits Completed Report (i.e. email; mail; click submit on web based form; etc.)	Format in which Agency Submits Completed Report (word, excel, web)	
											# of Staff Members Needed to Complete Report	Approx. Total Amount of time to Complete Report						
South Carolina Arts Commission	1	Restructuring Report	House Legislative Oversight Committee	1-30-10(G)(1)	Increased Efficiency	2015	Annually	30	February	March	7	52.5 hours	\$1,312	TBD	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel
South Carolina Arts Commission	2	Accountability Report	Executive Budget Office		Annual report to governor and General Assembly		Annually	75	June	September	5	75 hours	\$1,875	Consistent data tracking, helps the agency tell its story, records agency activity	Email and Hardcopy	Word, Excel	Email and Hardcopy	Word, Excel, PDF
South Carolina Arts Commission	3	Restructuring Plan	Senate Oversight Committee		Cost savings, efficiencies	15-Feb	Annually	3	December	January	2	15 hours	\$375		Email	Word	Email and Hardcopy	Word, PDF

INSTRUCTIONS: Identify the agency's internal audit system and policies during the past five fiscal years including the date the agency first started performing audits; individuals responsible for hiring the internal auditors; individuals to whom internal auditors report; the head internal auditor; general subject matters audited; the individual or body that makes decision of when internal audits are conducted; information considered when determining whether to conduct an internal audit; total number of audits performed in the last five fiscal years; # of months it took for shortest audit; # of months for longest audit; average number of months to complete an internal audit; and date of the most recent Peer Review of Self-Assessment by SC State Internal Auditors Association or other entity (if other entity, name of that entity).

Note: All audits are not the result of suspicious activity or alleged improper actions. Often times regular audits are required by statute regulation or an agency's standard operating procedure simply as a method of ensuring operations are staying on track.

Agency Submitting Report	Does agency have internal auditors? Y/N	Date Internal Audits Began	Individuals responsible for hiring internal auditors	Individuals to whom internal auditors report	Name and contact information for head Internal Auditor	General subject matters audited	Who makes decision of when an internal audit is conducted	Information considered when determining whether to conduct an internal audit	Do internal auditors conduct an agency wide risk assessment routinely? Y/N	Do internal auditors routinely evaluate the agency's performance measurement and improvement systems? Y/N	Total Number of Audits performed in last five fiscal years	# of months for shortest audit	# of months for longest audit	Avg. # of months needed to conduct audit	Date of most recent Peer Review of Self-Assessment by SCSIAA or other entity (if other entity, name of that entity)
South Carolina Arts Commission	No	2010				Petty cash fund	Comptroller		No	No	5				
South Carolina Arts Commission	No	2013				Grantee's expenditures of SCAC grant funds	Executive Director Comptroller		No	No	12				
South Carolina Arts Commission	No	2010				General ledger reconciliations	Comptroller		No	No					
South Carolina Arts Commission	No	2010				Inventory	Executive Director Property manager		No	No	5				

INSTRUCTIONS: List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
South Carolina Arts Commission	Joy Young	803-734-8203	jyoung@arts.sc.gov	Human Resources	HR director	V.A.4	Reviewed personnel restructuring data for accuracy.
South Carolina Arts Commission	Victoria McCurry	803-734-8315	vmccurry@arts.sc.gov	Human Resources	HR assistant	V.A.4	Compiled personnel restructuring data
South Carolina Arts Commission	Virginia Goodman	803-734-8699	vgoodman@arts.sc.gov	Finance	Finance director		Compiled information about internal audits
South Carolina Arts Commission	Ken May	803-734-8689	kmay@arts.sc.gov	Executive	Executive director	All	Reviewed report for overall accuracy
South Carolina Arts Commission	Russell Sox	803-734-8899	rsox@arts.sc.gov	Executive	Senior manager	All	Compiled report
South Carolina Arts Commission	Cathy Lee	803-734-8674	clee@arts.sc.gov	Information Technology	IT manager	V.C.1	Provided information on databases and technology
South Carolina Arts Commission	Henry Horowitz	864-2714900		South Carolina Arts Commission	Chairman	All	Reviewed and approved document