FY 2020–2021
Accountability Report
Guidelines and Instructions

State of South Carolina
South Carolina Department of Administration
Executive Budget Office
June 2021

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Questions and Assistance

Questions and requests for assistance related to the Annual Accountability Report Process may be directed to:

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Guidelines and Instructions

THE SOUTH CAROLINA
DEPARTMENT *of* ADMINISTRATION

Introduction

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

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

- The reports "must contain the agency's or department's mission, objectives to accomplish the mission, and performance measures that show the degree to which objectives are being met." (§1-1-820 of SC Code of Laws)
- Agencies must "identify key program area descriptions and expenditures and link these to key financial and performance results measures." (Proviso 117.29 of the FY 2019–2020 Appropriations Act)

In 2020, a proposal was approved by the Executive Director of the South Carolina Department of Administration and the House Legislative Oversight Committee chair to move the submission of the accountability report to online forms. In 2021, the required forms to gather information similar to that requested in previous accountability reports were developed and tested with volunteer agencies and a database was developed to hold the information submitted.

For the 2020-21 Accountability Report, the information requested is similar to information requested in previous years. However, the development of online forms has altered the phrasing or structure of some questions in order to clarify those requests for the agencies. In some cases, new questions have been added to clarify information previously submitted. Any questions on the submission of the Accountability report or the information requested should be directed to the Performance and Accountability Manager.

Submission Process

All online forms, the Agency Update Packet, and the agency's submission form, signed by the agency director and board chair, when applicable, must be submitted by Sept. 15, 2021, as required by Proviso 117.29 of the FY 2019–2020 Appropriations Act (under the Continuing Resolution Act for FY 2020-2021)**.** A copy of the agency's full accountability report in PDF format and the agency's submission form will be returned to the agency within five business days of receipt of the completed report. The signed copy of the Submission Form should be submitted via email to Ann Bryson-Eldridge (Ann.Bryson-Eldridge@admin.sc.gov) **by Sept. 15, 2021.**

An agency's accountability report submission will not be considered complete until all online forms and the Agency Update Packet are submitted, and the agency's signed submission form has been signed and submitted electronically (PDF format). The agency is no longer required to mail a copy of the signature page to the Executive Budget Office.

Submission Form

The Submission Form is a Word document. Double-click on the document's header to enter your agency's name, code and section number. As a reminder, an agency with a governing board or commission should have its submission signed by both the Agency Head and the Board/Commission Chair.

Agency Update Packet

With the shift from static Excel reporting to the new online form submission and database format, some work is required to prepare data submitted in the previous accountability report for the new format.

In order to prevent agencies from having to enter data included in previous accountability reports manually, an effort has been made to transfer and clean that data for inclusion in the FY 2020-2021 Accountability Report and in subsequent reports to reduce the overall burden of completing the report on agency employees.

To ensure that this cleaned and reorganized data is clear and accurate, agencies are asked to review, complete, and/or review the information provided to them in the Agency Update Packet, and to return the final version of this data to the Performance and Accountability Manager as part of the FY 2020-2021 Accountability Report. Once this update to the data is complete, the agency should not need to update previously submitted data annually, unless an error is identified by the agency.

For additional information and guidance on updating the agency's data, see the document Preparing Your Data for the Accountability Report in the Accountability Report Submission Homepage.

Agency Online Forms

Each agency has been granted access to an Accountability Report Submission Homepage specific to the agency. The agency's Accountability Report Submission Homepage provides access to the data the agency has previously submitted to the accountability report for the agency to review and update (see FY 2020–2021 Preparing Your Data for the Accountability Report for assistance), and access to all online forms required to complete the accountability report.

Templates have been provided to assist the agency in preparing the information for the Accountability report. The templates may not be submitted in place of the required online forms.

Submission of all online forms is required for completion of the FY 2020-21 Accountability Report. The **required online** forms for FY 2020-2021 are as follows:

- Reorganization and Compliance
- Strategic Plan Results
- Strategic Plan Development
- Legal
- Agency Services
- Agency Partnerships
- Reports

Financial data will be pulled directly from SCEIS for the accountability report. Agencies will have the opportunity to review financial data prior to the publication of the final Accountability Report.

Agencies may save and exit any form at any time using the Save and Continue link at the bottom of the page. The agency representative will be asked to enter an email address, and a link to continue the form at a later time will be emailed to that representative.

At the end of each form, the following statement appears:

> Thank you for completing this form. To submit, click the Done button below. **Once submitted, the information entered in this form is an official part of the agency's Accountability Report as required by Proviso 117.29 of the FY 2019–2020 Appropriations Act (under the Continuing Resolution Act for FY 2020-2021) and §1-1-820 of the SC Code of Laws. Please ensure that the data entered into this form is complete and accurate before submission.**
>
> Please save or print a copy of your submission on the following page. If you have questions or need to change any information once you have submitted this form, please contact the Performance and Accountability Manager (ann.bryson-eldridge@admin.sc.gov).

Reorganization and Compliance Form

The reorganization and compliance form captures information of interest to the general assembly and the House Legislative Oversight Committee, including information on:

- Planned agency reorganizations, including those that may require legislative changes.
- Compliance with laws related to reporting, archival and agency promulgated regulations.

Questions on the reorganization and compliance form were previously included as a part of the agency's submission form.

Reorganization and Compliance Form Templates and Resources Available

For the reorganization and compliance form, the following templates are available to help the agency format the agency's submission:

- Reorganization and Compliance Form Guide
- Organization Chart (optional tool)
- Agency Discussion (required)

Reorganization and Compliance Form Questions

Q1) Please select the state fiscal year for which you are reporting.

Select the correct fiscal year for the section of the report you are entering. For the reorganization and compliance form, this will be FY 2020-2021.

Q2) Please Select your agency.

Select your agency from the drop-down menu.

Q3) Please provide your contact information, as the person entering the data for the Agency Accountability report, and the primary liaison for questions about your agency's report.

Enter your first and last name, job title, phone number and email address.

Q4) Please provide contact information for a secondary contact for questions about your agency's report.

Enter the first and last name, job title, phone number and email address of a secondary contact in the event that you are unable to respond.

Q5) Please enter the agency's current mission statement:

Enter the complete text of the agency's mission statement.

Q6) In what year was this version of the mission adopted by the agency?

Select the year in which the agency's mission was adopted from the drop-down menu.

Q7) Please enter the agency's current vision statement:

Enter the complete text of the agency's vision statement.

Q8) In what year was this version of the vision adopted by the agency?

Select the year in which the agency's vision was adopted from the drop-down menu.

Q9) Does the agency have any major or minor recommendations for reorganization requiring legislative change(s) that would allow the agency to operate more effectively and efficiently?

Select Yes if the agency has major or minor recommendations for reorganization requiring legislative change(s).

If the agency selects No, skip to Q11. The form automatically hides questions that are not relevant to the agency based on the agency's response.

Q10) Please describe your recommendations for reorganization requiring legislative change below. If the agency is making more than one recommendation, please number your list and separate each with a semicolon.

Briefly describe the agency's recommendations for reorganization requiring legislative change.

Please clearly label separate recommendations by numbering each item in order of importance and ending each recommendation with a semicolon. This will assist staff in preparing the data for publication easily and without additional input from the agency.

Q11) Please list significant events related to the agency that occurred in FY 2020-2021. This may include, but is not limited to programs added or cut, and department(s) or division(s) changed.

Select or enter the following for each event the agency wishes to list.

- The month during FY 2020-2021 in which the event began. If the event is a continuing event from the previous fiscal year, select July.
- The month during FY 2020-2021 in which the event ended. If the event continues into the following fiscal year, select June.
- Enter a one-sentence description of the event.

- List the agency measures impacted by the event. If more than one measure was impacted, separate the measures with a comma.
- Briefly describe any other significant impacts the event had on the agency.

Q12) Does the agency intend to make any other major reorganization to divisions, departments, or programs to allow the agency to operate more effectively and efficiently in FY 2021-2022?

If the agency has plans for major reorganizations for FY 2021-2022, select yes.

If the agency selects No, skip to Q14. The form automatically hides questions that are not relevant to the agency based on the agency's response.

Q13) Please describe the agency's intended reorganization efforts for FY 2021-2022 below. If the agency intends more than one major reorganization, please number your list and separate each with a semicolon.

Briefly describe any other major reorganizations the agency intends to make in FY 2021-2022.

Please clearly label separate reorganization efforts by numbering each item in order of importance and ending each recommendation with a semicolon. This will assist staff in preparing the data for publication easily and without additional input from the agency.

Q14) Is the agency in compliance with S.C. Code Ann. § 2-1-230, which requires submission of certain reports to the Legislative Services Agency for publication online and the State Library? See also S.C. Code Ann. § 60-2-30.

If the agency does not submit required reports to the Legislative Services Agency and the State Library, select No.

If the agency selects Yes, skip to Q16.

Q15) If not, please explain why.

Briefly describe the cause or purpose of non-compliance with this requirement.

Q16) Is the agency in compliance with various requirements to transfer its records, including electronic ones, to the South Carolina Department of Archives and History? See the Public Records Act (S.C. Code Ann. § 30-1-10 through 30-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).

Select Yes if the agency complies with the requirements for records transfer to the Department of Archives and History.

Q17) Does the law allow the agency to promulgate regulations?

If the agency has the authority to promulgate regulations, select Yes.

If the agency selects No, skip to Q21.

Q18) Please list the law number(s) which gives the agency the authority to promulgate regulations. (If there is more than one law number, please separate each law number with a semicolon.)

If the agency has the authority to promulgate regulations, please list the law numbers which give the agency said authority.

Q19) Has the agency promulgated any regulations?

If the agency has promulgated regulations, select Yes.

If the agency selects No, skip to Q21.

Q20) Is the agency in compliance with S.C. Code Ann. § 1-23-120(J), which requires an agency to conduct a formal review of its regulations every five years?

Select Yes if the agency has a five-year review cycle for all regulations it promulgates (i.e. Each regulation an agency promulgates must be reviewed every five years.).

Q21) Please upload a copy of the agency's current organizational chart here. (Please include the first three levels of chain of command.)

Upload the agency's organizational chart by dragging the file into the upload area or click browse and attach the correct file.

The organization chart showing the structure and **first three levels of chain of command** of your agency must be submitted (e.g. the Agency Director, Deputy Directors and other staff who report to the Agency Director, and Managers who report to Deputy Directors). The organization chart must include **title of the position** and the **name of employee** who holds that position.

Please see the Organization Chart Template if you need assistance creating this file. The agency may upload its own preferred template, provided that the required elements are included.

Q20) Please upload a copy of your agency's narrative here. (Please limit submission to no more than eight pages of text or 10 pages with images/graphs.)

The agency may upload an introduction to the Accountability Report here. This introduction will consist of a narrative summary of agency performance during FY 2020-2021. Agencies may include information about significant projects completed, agency successes and other information they wish to highlight from FY 2020-2021.

Strategic Plan Results Form

The Strategic Plan Results form replaces the agency's FY 2020-21 Strategic Planning tab in the excel template. The new form has been simplified so that the agency may submit actual values for each measure submitted in the previous fiscal year's accountability report without having to re-enter data unnecessarily.

The actual values submitted in this form will be combined with the data from the original template to produce the final strategic plan results for FY 2020-2021 on which the agency is reporting.

Agencies may submit change requests for information provided in the original template if applicable at any time after the Accountability Report materials are provided to the agencies. Those changes will be reflected in the final Agency Accountability Report PDF, but not in the online forms until the following reporting year.

Strategic Plan Results Form Templates and Resources Available:

- Strategic Plan Results Form Guide

Strategic Plan Results Form Questions

Q1) Please select the state fiscal year for which you are reporting.

Select the correct fiscal year for the section of the report you are entering. For the Strategic Plan Results form this will be FY 2020-2021.

Q2) Please Select your agency.

Select your agency from the drop-down menu.

Q3) Please enter the actual value for each measure listed.

The agency's measure descriptions, as submitted in the previous year's Strategic Plan, will populate automatically when the agency is selected.

Enter the numeric actual value for each measure description in the agency's list to the right of that measure in the **Actual Value column**. See the Strategic Plan Results Form Guide for additional assistance.

The online form will not accept text in the column for actual values. Some numeric symbols are allowed, including $ and %, and should be used to indicate dollars and percentages respectively.

If your agency has included other symbols or text in the actual value column in the past, you will need to revise your measures to use numeric values in the Base, Target and Actual columns. You may contact the Performance and Accountability Manager for assistance with updating your measures.

Some agencies have chosen to include additional notes too expansive for the excel template format below the strategic plan in previous years. The **Optional Notes** column is intended to capture those notes. All content in this column will be included in the published accountability report.

Strategic Plan Development Form

The Strategic Plan Results form replaces the agency's FY 2021-2022 Strategic Planning tab in the excel template. The new form guides the agency through a series of questions to make minor adjustments to previously reported Goals, Strategies and Measures. If the agency has made significant revisions to Goals, Strategies or Measures, please contact the Performance and Accountability Manager for assistance. Within the form, the agency may make the following adjustments to information included in the FY 2020-2021 Strategic Plan.

1) Request that existing Measures from the FY 2020-2021 Strategic Plan be removed from the FY 2021-2022 Strategic Plan.
2) Add new Measures to the FY 2021-2022 Strategic Plan.
3) Set target values for all Measures to be included on the FY 2021-2022 Strategic Plan.

For FY 2020-2021, please make any changes to previously submitted information in the Accountability Report Update Packet provided.

If the agency wishes to make any other changes to the information they intend to submit for the FY 2021-2022 Strategic plan, including completely developing a new strategic plan after a prior plan has expired, contact the Performance and Accountability Manager for assistance.

Strategic Plan Development Form Templates and Resources Available

- Strategic Plan Development Form Guide
- Accountability Report Planning Tools, New Strategic Plan Measures Tab (optional)

Strategic Plan Development Form Questions

Q1) Please select the state fiscal year for which you are reporting.

Select the correct fiscal year for the section of the report you are entering. For the Strategic Plan Development form this will be FY 2021-2022, as the agency will not report the actual values for this information until FY 2021-2022 Accountability Report.

Q2) Please Select your agency.

Select your agency from the drop-down menu.

Q3) Do you need to make any changes to your strategic plan goals for FY 2021-2022?

Select Yes, if the agency wishes to make changes to the description or the Statewide Enterprise Objective of any of the agency's goals reported in the FY 2020-2021 Strategic Plan tab of the FY 2019-2020 Accountability Report, for their continued use in the FY 2021-2022 Strategic Plan. Update the appropriate columns in the Accountability Report Update Packet. This question will ensure that the changes to goals submitted in that template are reviewed by the Performance and Accountability Manager and updated appropriately.

Q4) Do you need to make any changes to your strategic plan strategies for FY 2021-2022?

Select Yes, if the agency wishes to make changes to the description of any of the agency's strategies reported in the FY 2020-2021 Strategic Plan tab of the FY 2019-2020 Accountability Report, for their continued use in the FY 2021-2022 Strategic Plan. Update the appropriate columns in the Accountability Report Update Packet. This question will ensure that the changes to goals submitted in that template are reviewed by the Performance and Accountability Manager and updated appropriately.

Q5) Are there any measures on your FY 2020-2021 strategic plan that you will not report on in FY 2021-2022?

If the agency will carry over all of the measures listed in the FY 20-21 Strategic Plan tab of the FY 2019-2020 Accountability Report to the FY 2021-2022 strategic plan, select No. The information provided by the agency for the FY 2020-2021 Strategic Plan can be found in the agency's Accountability Report Update Packet.

Q6) Please select the measures you wish to remove from your strategic plan for FY 2021-2022. (Note: Do not include updates to the target value in this section.)

To remove a measure that was listed on the FY 2020-2021 strategic plan, from the FY 2021-2022 Strategic Plan, check the box in the last column on the right for the row you wish to remove.

Q7) Please enter the target value for each continuing measure for the FY2021-2022 strategic plan (leave blank if the you have selected a measure for deletion earlier in this form):

In this section, enter the target value the agency intends to reach for each measure the agency will carry over to the FY 2021-2022 strategic plan. If a measure has been selected for removal in the previous question, leave that target value blank.

If a measure is not assessed in the upcoming fiscal year, leave the target value blank and the measure will not be included in the agency strategic plan for the year it is not assessed. It will remain in the database for publication in years in which it is assessed.

For example, some standardized testing in education is only completed every other year. If a test will be given in FY 2022, the agency would enter a target value in this accountability report (FY 2020-2021) for that measure. The test will not be given in FY 2023, so the agency would not enter a target value in the FY 2021-2022 accountability report, and the measure will not be published that year.

Q8) Please certify that you have entered a target value into each continuing measure above by selecting Yes.

Please note that a target value is required for every measure to be in compliance with the Agency Accountability Report Guidelines.

Select Yes to certify that the agency has entered a numeric target value into each measure the agency will carry over to the FY2021-2022 strategic plan. Any measure descriptions for which the target value is blank will not be included in the agency's Accountability Report PDF.

Q9) Do you have any new measures to add to the FY 2021-2022 strategic plan?

If the agency has new measures to add to the FY 2021-2022 strategic plan, select Yes.

If the agency selects No, skip Q10-13.

Q10-13) Please enter the following information for the new measures you wish to include on the FY 2021-2022 strategic plan. If you have more than 10 new measures to add to the FY 2021-2022 strategic plan, a new goal, or a new strategy to add to your strategic plan, please contact the Performance and Accountability Manager for assistance. Please note that no more than 50 total measures, continuing and new, will be accepted.

Questions 10 through 13 request all the information required to add a complete new measure to the accountability report. All columns are required to add a new measure**.** The rows have been numbered 1-10. Information for the new measure should be entered in the same numbered row across all questions in order for the final result to be complete and accurate. See the Strategic Plan Development Form Guide for additional assistance.

- **Associated Goal:** Select the goal with which the measure is associated.
- **Associated Strategy**: Select the strategy with which the measure is associated. (The strategy must also be associated with the goal selected in the previous column.)
- **Measure description**: Enter a one-sentence description of what is being measured. The Description field should be written so that it is understandable to most individuals who read it. While it is unlikely that most individuals who are not in the field of expertise of the agency will completely understand an agency's goals, strategies and measures based on the report alone, they should be able to understand what is being measured and what qualifies as success for that measure. For more information about writing effective measures, please see the Technical Assistance section of these Guidelines and Instructions on page 23.
- **Base value:** Enter the numeric value for the current state of the measure as of July 1 of FY 2021-2022.
- **Target value:** Enter the numeric value for the expected future state of the measure as of June 30 of FY 2021-2022.
- **Value Type:** Choose the type of value entered in the Base value and Target value columns from the drop-down menu.
    - **Count:** The number of units or average number of units (as identified by the agency) described by the measure.
    - **Percent:** The number of units divided by the total number of units described by the measure.
    - **Percent Complete:** The percent of the project described by the measure that will be completed within the next reporting period.
    - **Ratio:** The number of units within a larger number of units described by the measure. This includes some averages that are not covered by Percent or Rank.
    - **Rank:** The position of a unit within a defined grading system as described by the measure. This includes customer service surveys, which are defined by scale, and externally defined ranking systems.
    - **Acceptable Range:** Two values between which the target should stay in order to be considered met. This may be a range of percent change, a range of percent above or below a value, such as in budget adherence, or other range as appropriate to the agency measure.
    - **Dollar Amount**: Any value that represents an amount of money in U.S. dollars.
- **Desired outcome for target value:** Choose the desired outcome for the value entered in the Base value and Target value columns from the drop-down menu.
    - **Equal to or greater than:** The actual value will be equal to or greater than the target value in order to be considered met.
    - **Equal to or less than:** The actual value will be equal to or less than the target value in order to be considered met.
    - **Maintain:** The actual value will be the defined value, or within the defined range of values, in order to be considered met.

    - **Complete:** The actual value of a measure labeled Percent Complete will reach 100% within the reporting period. If a project is a multi-year effort that will not reach 100% within the reporting period, choose equal to or greater than. (Project-based measures.)
- **Calculation method:** Describe the specific way the data is gathered or calculated, including, but not limited to:
    - Limiters on the data set, including groups not included that may not be obvious to the reader (i.e. General Admission may not include tour groups in a special category, children in foster care may or may not include those legally under care who are over 18, etc.).
    - Description of the units counted for numerator and denominator (if percent or ratio).

  The calculation method should be stated so that given the same raw data, the reader could calculate the same value reported in the actual column.

- **Time Applicable:** Choose the time period for which the actual value applies from the drop-down menu.
    - **State Fiscal Year (July 1-June 30):** actual value applies to the state fiscal year of the Accountability Report being completed.
    - **Federal Fiscal Year (October 1-September 30):** actual value applies to the previous Federal Fiscal Year, as the current Federal Fiscal year would not be complete at the time of reporting.
    - **Calendar Year (January 1-December 31):** actual value applies to the previous Calendar Year, as the current Calendar year would not be complete at the time of reporting.
    - **Other:** actual value applies to some other period of time, not described by the above options.
- **Data source:** Briefly describe how the agency gathered or will gather the values reported in the Base value and Actual value columns. (e.g. Customer survey name and question, benefit recipient forms, incident reports, etc.)
- **Where is the data stored?** Provide the name of the system, database, or a brief description of where the data is housed, including the name of the organizational unit which is responsible for calculating and maintaining the data.
- **What stakeholder need is most satisfied when the agency meets this measure?** Briefly describe the highest priority stakeholder need that is satisfied when the measure is met. Only the first need listed will be included in the agency's accountability report. Stakeholder needs may include, but are not limited to:
    - Direct benefits to agency customers, such as faster turnaround time on appeals, preservation of life and property for damn inspections, improved employment potential for higher education and job training measures, etc.
    - Indirect benefits to agency customers, such as increased employee knowledge/skills, new partnerships or resources implemented, efficient use of budgeted funds, etc.

- **Please list the specific stakeholder or stakeholder population referenced in the previous question.** Enter the specific stakeholder or stakeholder population whose need is described in the previous column. Stakeholders and stakeholder populations may include, but are not limited to:
  - Direct customers of agency services, such as persons appealing a specific type of case or agency decision, persons living in the path of broken dams, students, etc.
  - Agency employees or partners, with the understanding that the direct agency customer also benefits.
- **State Funded Program Number Responsible for this measure.** Enter the State Funded Program Number for the State Funded Program responsible for this measure. If more than one program number is responsible, please separate each with a semicolon.
- **Optional Notes:** Some agencies have chosen to include additional notes too expansive for the excel template format below the strategic plan in previous years. This column is intended to capture those notes. All content in this column will be included in the published accountability report.

Budget Section of the Accountability Report

The budget reporting section of the Accountability Report replaces the Program tab in the FY2019-2020 excel template. This section of the Accountability Report will be pulled directly from SCEIS based on State Funded Program. Agencies will receive a copy of the Budget section of the agency's Accountability Report for review in early September.

Agencies that do not use SCEIS as a reporting system will need to complete the Budget Template and submit their data in the Budget Form.

Legal Form

The Legal form replaces the agency's Legal_Standards tab in the FY 2019-2020 Excel template. The new form guides the agency through a series of questions to make minor adjustments to previously reported information on laws that impact the agency's services or operations, or to add new laws to the database.

Legal Form Templates Available

For the Legal form, the following templates are available to help the agency format the agency's submission:

- Legal Form Guide
- Accountability Report Planning Tools, New Laws (optional)

Legal Form Questions

Q1) Please select the state fiscal year for which you are reporting.

Select the correct fiscal year for the section of the report you are entering. For the Legal form this will be FY 2020-2021.

Q2) Please Select your agency.

Select your agency from the drop-down menu.

Q3) Have any new laws been passed during the FY 2020-2021 reporting period that apply to your agency?

If there are new laws which apply to your agency to add to the agency's database, select Yes.

If the agency selects No, skip to Q6.

Q4-5) Please enter the information for new laws impacting your agency below:

Questions 4 through 5 request all the information required to add a complete new law to the accountability report. The rows have been numbered 1-10. Information for the new law should be entered in the same numbered row across all questions in order for the final result to be complete and accurate.

- **Law Number:** Please enter the law number as listed in the final bill.
- **Jurisdiction:** Choose the jurisdiction for the law referenced by the law number.
    - **Federal:** Laws passed by the U.S. Congress.
    - **State:** Laws passed by the South Carolina State General Assembly.
- **Type:** Choose the law type for the law referenced by the law number.
    - **Constitution:** A copy is available at https://www.scstatehouse.gov/scconstitution/scconst.php
    - **Statute:** A list, by title, is available at https://www.scstatehouse.gov/code/statmast.php. A list of changes in the law that occurred in the most recent session (2019-2020) are available at https://www.scstatehouse.gov/listofacts.php?O=&Y=2020.
    - **FY 2019-2020 Proviso:** A list of the provisos, by section is available at https://www.scstatehouse.gov/sess123_2019-2020/appropriations2019/tab19ndx.php.
    - **Regulation:** A list of state regulations, by section is available at https://www.scstatehouse.gov/coderegs/statmast.php.
    - **Executive Order:** A list of the Governor's Executive Orders is available at https://governor.sc.gov/executive-branch/executive-orders
- **Description:** Enter a one-sentence summary of the law.
- **Purpose:** Choose the purpose of the law referenced by the law number.
    - **Requires a service:** The law requires the agency to provide a service, excluding specific services that may be defined below.
    - **Funding agency deliverable(s):** The law provides for the funding of agency deliverables.
    - **Requires a manner of delivery:** The law outlines the way in which an agency service is to be delivered.
    - **Report the agency must/may provide:** The law requires/allows the agency to publish a report.
    - **Distribute funding to another entity:** The law requires/allows the agency to distribute funding to another entity.

    - **Board, commission, or committee on which someone from the agency must/may serve:** The law requires/allows the agency to (appoint?) an employee of said agency to a board, commission, or committee.
    - **Not related to agency deliverable:** None of the above categories applies to this law. This law is not related to any agency deliverables.
- **Notes (Optional):** Please add any additional information relevant to this law in this column.

Q6) How, either during or after the session ends, does the agency determine which, if any, of the law changes apply to the agency?

Please briefly describe the process by which the agency determines which new laws to submit as part of the agency's accountability report.

Services Form

The Services form replaces the agency's Customer tab in the FY 2019-2020 Excel template. The new form guides the agency through a series of questions to make minor adjustments to previously reported information on agency services, or to add new services the agency is providing to the database.

Services Form Templates Available

For the Services form, the following templates are available to help the agency format the agency's submission:

- Services Form Guide
- Accountability Report Planning Tools, New Agency Services (optional)

Services Form Questions

Q1) Please select the state fiscal year for which you are reporting.

Select the correct fiscal year for the section of the report you are entering. For the Services form this will be FY 2020-2021.

Q2) Please Select your agency.

Select your agency from the drop-down menu.

Q3) Is your agency providing any new services (services not currently included in the database) in 2020-21?

If the agency has new services to add to your agency's database, select Yes.

If the agency selects No, skip Q4-7.

Q4-7) Please enter the information for new services provided by your agency below:

- **Description of Service:** Enter a one-sentence description of the service provided. Services should only be listed once. If more than one customer is served, enter one direct customer and list all others in "Others impacted by the service."

- **Description of Direct Customer:** Enter a one-sentence description of the direct customer of the service provided.
- **Customer Name:** Enter the name of the direct customer or a two-to-three word description of the customer group.
- **Others impacted by the service:** Enter other groups impacted by the service. If more than one group is impacted, please separate each group with a semicolon.
- **Division or major organizational unit providing the service:** Enter the name of the division or major organizational unit providing the service.
- **Description of division or major organizational unit providing the service:** Enter a one-sentence description of division or major organizational unit providing the service, including the major responsibilities of that division/unit.
- **Primary Negative Impact if service not provided:** Enter a one-sentence description of the primary negative impact to the state of South Carolina if this service were not provided.

Partnerships Form

The Partnerships form replaces the agency's Partner tab in the FY 2019-2020 excel template. The new form guides the agency through a series of questions to make minor adjustments to previously reported information on agency partnerships and to add new agency partnerships to the database.

Partnerships Form Templates Available

For the Partnerships form, the following templates are available to help the agency format the agency's submission:

- Partnerships Form Guide
- Accountability Report Planning Tools, New Agency Partnerships (optional)

Partnerships Form Questions

Q1) Please select the state fiscal year for which you are reporting.

Select the correct fiscal year for the section of the report you are entering. For the Partnerships form this will be FY 2020-2021.

Q2) Please Select your agency.

Select your agency from the drop-down menu.

Q3) Is your agency working with any new partners (not currently included in the database) as of FY 2020-2021?

If the agency has added any new partnerships during FY 2020-2021, select Yes.

If the agency selects No, skip Q4.

Q4) Please enter the information for new partnerships for your agency below:

- **Name of Partner Entity:** Enter the name of the partnering organization, individual or agency.
- **Type of Partner Entity:** Select the type of partner entity from the drop-down list.

- **Federal Government:** Any federal government agency or program within a federal government agency.
- **State Government:** Any state agency, excluding institutes of higher education, or the General Assembly.
- **Local Government:** Any county, city or other local government entity.
- **Higher Education Institute:** Any two-year or four-year college or university.
- **K-12 Education Institute:** Any school district, charter school, online K-12 school.
- **Private Business Organization:** Any for-profit organization, including corporations, sole proprietorships, etc.
- **Professional Association:** Any organization that exists for the purpose of the education and community of its members based on their profession.
- **Non-Governmental Organization:** Nonprofit organizations that are not professional associations.
- **Individual:** Any person or unaffiliated group of individuals.

- **Description of Partnership:** Enter a one-sentence description of the partnership and its purpose. If the Partner Entity is involved with several programs, number each partnership description and separate with a semicolon.

Reports Form

The Reports form replaces the agency's Reports and Reviews tab in the FY 2019-2020 Excel template. The new form guides the agency through a series of questions to make minor adjustments to previously reported information on agency reports and to add new agency reports to the database.

Reports Form Templates Available

For the Reports form, the following templates are available to help the agency format the agency's submission:

- Reports Form Guide
- Accountability Report Planning Tools, New Reports(optional)

Reports Form Questions

Q1) Please select the state fiscal year for which you are reporting.

Select the correct fiscal year for the section of the report you are entering. For the Reports form this will be FY 2020-2021.

Q2) Please Select your agency.

Select your agency from the drop-down menu.

Q3) Please enter the most recent submission date for each recurring report listed below. If the report was not completed during the past fiscal year, please leave the line blank and this report will not be included in your agency's accountability report this year. If you wish to remove a report from all future accountability reports, answer yes to the following question and make the appropriate change request.

Enter the most recent submission date for each report populated in your agency's list. Any report listed in the FY 2019-2020 Accountability Report as Monthly, Quarterly, Twice a year or Annually has been included in this list. An effort has been made to interpret other responses and include reports that seemed to be recurring as well.

If a recurring report is not listed in this question, please answer yes to Q6 and enter the data for that report in Q5-7 as a new report to ensure it is included in the data for your agency going forward. If a report that is not recurring is included in this list, please remove that report from the list in the agency's Update Packet and it will be removed in future accountability reports.

Q4) Does your agency have any new recurring reports (not currently included in the database) OR other reports (non-recurring) to add to the FY 2020-2021 accountability report?

If the agency has added any reports to add, select Yes.

If the agency selects No, skip Q.5-7

Q5-7) Please enter the information for new recurring or other reports for your agency below:

- **Report Name:** Enter the complete report name exactly as listed on the final report in the text box.
- **If this report is required by law, enter the law number:** Enter the law number as listed in the final bill.
- **Summary of information contained in the report:** Enter a brief summary of the information contained in the report.
- **Reporting frequency:** Select the frequency by which the report is published.
  - **Monthly:** Published each month, on any day, or reports that are based on live data and may be accessed online at any time by any user.
  - **Quarterly:** Published once each quarter, on any date.
  - **Twice a year:** Published twice a year on any dates.
  - **Annual:** Published once a year on any date.
  - **Every two years:** Published no more than once every two years on any date.
  - **Every three years:** Published no more than once every three years on any date.
  - **Every five years:** Published no more than once every five years on any date.
  - **One-time report:** Reports that have been specifically requested and will not be published again.
  - **Other:** Any report that is published on a schedule not listed in the items above. This can include, but is not limited to reports that are available at any time, upon request, but are not published and sent to an external entity on a regular basis, reports available for on-demand publishing online by any user, etc.
- **Submission Date:** Enter the most recent submission date for the report. This includes reports that are published multiple times during the reporting period.
- **Type of entity/entities requesting the report:** Select the type of entity or entities requesting the report. If the entity does not fit into any of the groups below, contact the Performance and Accountability Manager for assistance.

- **Governor or Lt. Governor AND Legislative entity or entities AND South Carolina state agency or agencies:** At least one entity of each type listed entities receives this report.
    - **Governor or Lt. Governor AND Legislative entity or entities:** Entities who receive this report include both the Governor or Lt. Governor AND at least one Legislative entity.
    - **Governor or Lt. Governor AND South Carolina state agency or agencies:** Entities who receive this report include both the Governor or Lt. Governor AND at least one South Carolina state agency.
    - **Legislative entity or entities AND South Carolina state agency or agencies:** Entities who receive this report include both at least one Legislative entity AND at least one South Carolina state agency.
    - **Governor or Lt. Governor:** This report is requested only by the Governor or Lt. Governor's offices (excluding FOIA requests).
    - **Legislative entity or entities:** This report is requested only by legislative entities, including committees and/or the General Assembly (e.g., any House Committee, Senate Committee, or combination).
    - **South Carolina state agency or agencies:** All entities requesting this report are state agencies (includes all constitutional officers, except Governor and Lt. Governor).
    - **Entity within federal government:** All entities requesting this report are federal government agencies or programs. **If the report is provided to both state level entities (including the Governor or Lt. Governor OR Legislative entity or entities OR South Carolina state agency or agencies) AND the federal government, choose the appropriate response for the state entity/entities from the first seven options in the drop-down list.**
    - **Other:** All entities requesting this report are organizations not represented above. This may include, but is not limited to, local government bodies, accrediting bodies, professional organizations, etc. **If any of the above choices apply, choose the best answer. Only select Other if there is no other option.**
- **Method to access report:** Select the first applicable method to access this report.
    - **Provided to LSA for posting online:** The report is sent to the Legislative Services agency and is posted on https://www.scstatehouse.gov (See https://www.scstatehouse.gov/reports/reports.php for a list of agency reports by state agency.)
    - **Available on agency's website:** The report is published on the agency's website.
    - **Available on another website:** The report is published on another website (not https://www.scstatehouse.gov/).
    - **Electronic copy available upon request:** The report is not published online but is available in electronic format by request.
    - **Hard copy available upon request:** The report is only available in print.
- Refer below to the option selected in "Method to access report" for guidance on answering **"Access hyperlink or agency contact."**
    - **Provided to LSA for posting online:** No additional information is needed.

- **Available on agency's website:** Enter the hyperlink to the report itself or the page from which the report can be downloaded.
- **Available on another website:** Enter the hyperlink to the report itself or the page from which the report can be downloaded.
- **Electronic copy available upon request:** Enter the contact information for the department or person from which an electronic copy of the report may be requested. If this is a department, include the name of the department, an email address and a phone number. If this is a person, include the person's name, role, work email and work phone number.
- **Hard copy available upon request:** Enter the contact information for the department or person from which the hard copy of the report may be requested. If this is a department, include the name of the department, an email address and a phone number. If this is a person, include the person's name, role, work email and work phone number.

Technical Assistance

THE SOUTH CAROLINA
DEPARTMENT of ADMINISTRATION

Training Sessions

In order to ensure the health and safety of all concerned, training is available via webinar for the FY 2020-2021 Agency Accountability Report.

Senior management and individuals who complete the strategic planning template and the major program template, are strongly encouraged to attend training sessions in June 2021. The Executive Budget Office is pleased to offer customized facilitated sessions for agencies who want assistance training groups of employees who participate in strategic planning. Individual performance measure coaching will also be available by appointment.

At any time during the process, agencies are welcome to contact the Performance and Accountability Manager (803-737-0699 or Ann.Bryson-Eldridge@admin.sc.gov) to seek assistance and/or feedback while completing their reports.

Statewide Enterprise Strategic Objectives

Agencies are required to integrate South Carolina's Statewide Enterprise Strategic Objectives in their own strategic planning and identify **the enterprise strategic objective that is linked to each agency-level future looking goal.**

Education, Training and Human Development

Improve educational infrastructure to elevate the levels of educational preparedness of every South Carolinian to lead a healthy and productive life, including success in a job or career and in the community.

Healthy and Safe Families

Enhance public well-being by delivering efficient and cost-effective public health and support services.

Maintaining Safety, Integrity and Security

Protect the safety, integrity and security of statewide public resources, infrastructure, data and citizens including timely responses to emergencies, disasters and emerging threats.

Public Infrastructure and Economic Development

Build a world-class and safe public infrastructure to enhance the quality of life of our citizens and to promote the state in global competitiveness as a location for business, investment, talent, innovation and visitors.

Government and Citizens

Deliver a government that serves the needs of South Carolinians and achieves inter-agency collaboration to deliver highly effective, efficient and innovative programs.

Developing Agency Goals, Strategies and Performance Measures

The focus of agency's goals, strategies and performance measures should be future-looking, and they should communicate the agency's strategic priorities, approaches and actions to be implemented for the upcoming fiscal year (FY 2021–2022). Agencies should apply the following set of common definitions and the **S.M.A.R.T.** framework to form their goals, strategies and performance measures.

GOAL:

- An agency-specific statement of intent which represents long-term achievements that may take multiple years to impact.
- Answers the question: "What do you want to achieve?"
- Ideally **three to five high-level goals** are recommended.

E.g. Grow the reputation of the agency as an asset to the citizens of South Carolina.

STRATEGY:

- An action statement that clarifies how you will make the agency goal happen.
- Answers the question "What are you going to **do**?"
- Ideally **2-3 strategies** are recommended per goal.

E.g. Improve agency processes to reduce turn-around time and serve customers more efficiently.

SUCCESS MEASURE:

- A specific, quantifiable, objective statement that defines what success looks like during the fiscal year indicated.
- Answers the question "How will you know you've succeeded?"
- Ideally **2-3 performance measures** are recommended per strategy.

E.g. Establish baseline performance measures for turn-around time on all customer facing processes by Jan. 1, 2021.

S.M.A.R.T Framework

Specific

- Does the measure define what success looks like?

Measurable

- Does the measure state how success will be proven?

Achievable

- Is reaching that goal possible within the fiscal year?

Relatable

- Does it make sense to define success in this way for this goal/strategy?

Timely

- Does the measure state when the goal must be reached?

E.g. Establish baseline performance measures for turn-around time on all customer facing processes by Jan. 1, 2022.

Specific

- "Establish baseline performance measures for turn-around time on all customer facing processes."

Measurable

- Pass/Fail. Either the baseline is established or it is not.

Achievable

- Yes, in most cases. If a customer-facing process is not done often enough to get a baseline in a year, it is probably not an agency priority.

Relatable

- Yes. A baseline must be established in order to show objective improvement in turn-around time in future fiscal years.

Timely

- Jan. 1, 2021

After defining their goals, agencies should take a "top-down" approach to selecting their strategies and performance measures. Below is an example that shows how an agency goal can point to a strategy and how a specific performance measure can follow from that strategy.

Relationship of Goals, Strategies and Performance Measures

Progression from State Enterprise Objective to Success Measure

State Enterprise Objective: Government and Citizens

Deliver a government that serves the needs of South Carolinians and achieves inter-agency collaboration to deliver highly effective, efficient and innovative programs.

Agency Goal #1

Grow the reputation of the agency as an asset to the citizens of South Carolina.

Strategy #1.1

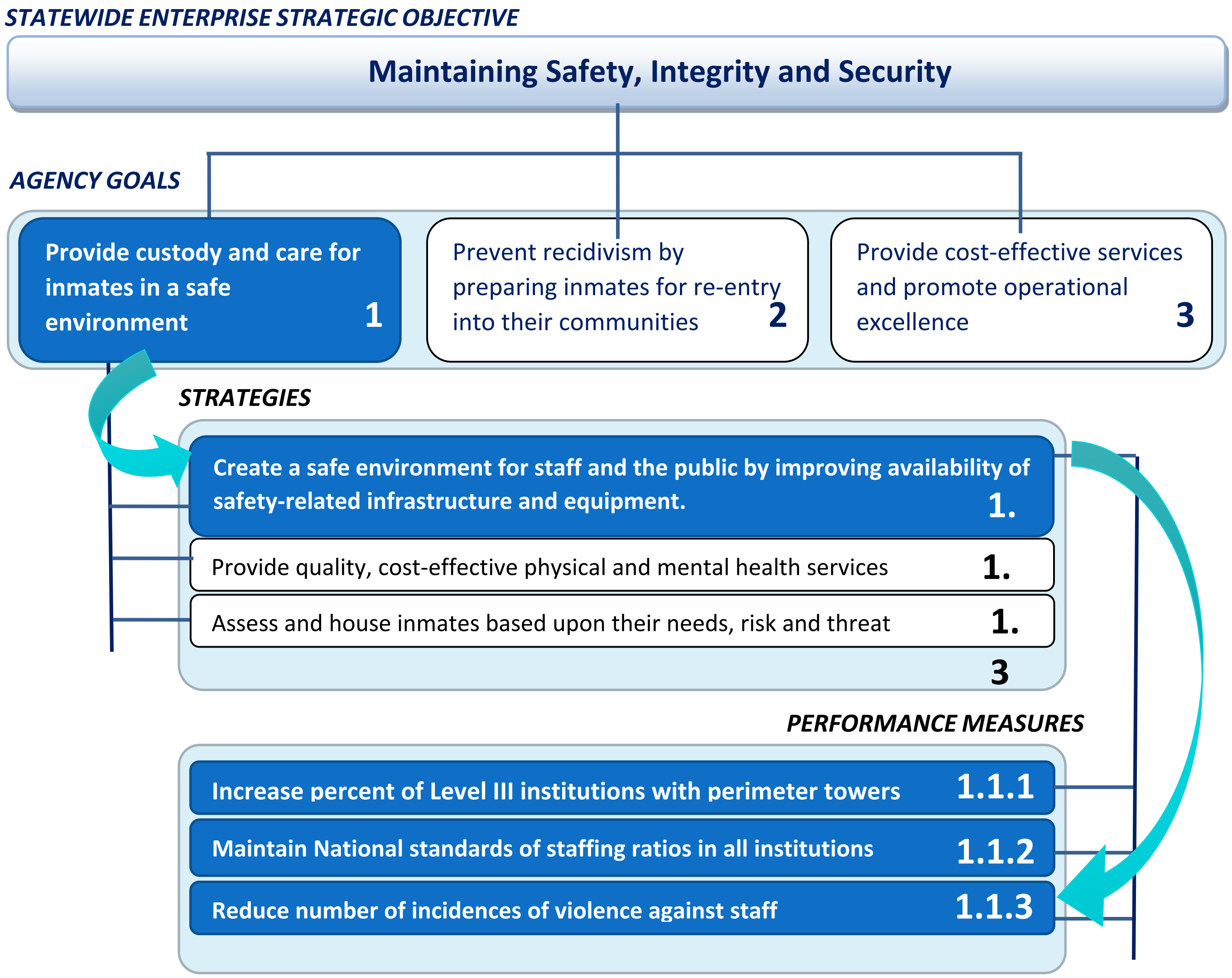
Improve agency processes to reduce turn-around time and serve customers more efficiently.

Success Measure #1.1.1

Establish baseline performance measures for turn-around time on all customer facing processes by Jan. 1, 2021.

To give a more detailed example of the progression from goals to strategies and then performance measures, the chart below drills-down through the full conceptual hierarchy at the South Carolina Department of Corrections, tracing a path that leads to various measures of the availability of safety-related equipment in state prisons.

Progression from State Enterprise Objective to Success Measure – Department of Corrections



Performance Measure Values

	Base Value	Target Value	Actual Value
Increase percent of Level III institutions with perimeter towers	**20%**	**35%**	**30%**
Maintain National standards of staffing ratios in 90% institutions	**40%**	**90%**	**65%**
Reduce incidences of violence against staff by 50%	**65**	**32**	**25**

Selecting Success Measures

A sound success measure should provide information that is meaningful and useful to decision-makers to better manage the agency's daily operations. Agencies should concentrate on measures of performance that clearly and objectively provide feedback to leaders, legislators and citizens regarding the success of agency activities. Performance measures should focus on outcomes, efficiencies and outputs, and must provide accurate, consistent information over time.

There are four types of measures that can be used to provide objective evidence of success in meeting agency goals using the strategies defined by the agency. Below, these types of measure are described in order of importance.

Types of Success Measures

Outcome Measures

- Measures the meaningful impact of a service or program on a given variable (i.e. increase or decrease)
- Answers the question "How has this program positively impacted citizens in South Carolina?"
- E.g. "By June 2019, decrease the number of traffic fatalities per year by 2%."

Quality Measures

- Measures the quality of the action on an objective scale
- Answers the question "What does an outside party say about the quality of your work? (i.e. customers, auditors, accreditors, etc.)"
- E.g. "Ensure 87% of Continuum of Care parents interviewed will feel satisfied with the services they receive overall."

Efficiency Measures

- Measures the efficiency of the use of available resources (i.e. Return on Investment)
- Answers the question "How efficiently were the resources for this program/project used?"
- E.g. "Maintain Insurance Reserve Fund expense ratio relative to industry standard of 29-34%."

Output Measures

- Measures the workload and efforts put into a strategy (i.e. number of items or services completed)
- Answers the question "What was done to make this program successful?"
- E.g. 100% of SC School for the Deaf and Blind teachers will participate in the Expanded ADEPT Support and Evaluation System.

Statutory Provisions

THE SOUTH CAROLINA
DEPARTMENT of ADMINISTRATION

Statutory Provisions Related to the Annual Accountability Report

Section 1-1-810. Annual accountability reports by agencies and departments of state government.
Each state agency and department of state government shall submit an annual accountability report to the Governor and the General Assembly covering a period from July first to June thirtieth, unless otherwise directed by the specific statute governing the department or institution.

Section 1-1-820. Contents of annual accountability reports.
The annual accountability report required by Section 1-1-810 must contain the agency's or department's mission, objectives to accomplish the mission, and performance measures that show the degree to which objectives are being met.

FY 2019–2020 Appropriations Act, Proviso 117.29.
(GP: Base Budget Analysis) Agencies' annual accountability reports for the prior fiscal year, as required in Section 1-1-810, must be accessible to the Governor, Senate Finance Committee, House Ways and Means Committee, and to the public on or before September fifteenth, for the purpose of a zero-base budget analysis and in order to ensure that the Agency Head Salary Commission has the accountability reports for use in a timely manner. Accountability Report guidelines shall require agencies to identify key program area descriptions and expenditures and link these to key financial and performance results measures. The Executive Budget Office is directed to develop a process for training agency leaders on the annual accountability report and its use in financial, organizational, and accountability improvement. Until performance-based funding is fully implemented and reported annually, the state supported colleges, universities, and technical schools shall report in accordance with Section 59-101-350.