CHAD WALLDORF, Chairman
HOWELL CLYBORNE, JR.
EMERSON F. GOWER, JR.

SOUTH CAROLINA
REVENUE AND FISCAL AFFAIRS OFFICE

FRANK A. RAINWATER
Executive Director

RFA BOARD AGENDA
April 23, 2015, 2:00pm
Room 417, Rembert C. Dennis Building

I.   Welcome

II.   Team Projects

      A.   Strategic Plan
      B.   Continuous Improvement
      C.   Customer Satisfaction
      D.   Workforce Development/Succession Planning

III.   Future Meetings

      A.   May 21, 2015, 2:00pm

      B.   June 18, 2015, 2:00pm (Phone meeting – Members)

      C.   July 2015 – NO meeting

IV.   Other Business

V.   Adjournment

Please note that the Agenda is subject to change.

TEAM PROJECTS

Strategic Planning

- Team Members:

Team Members
Les Boles
Rachael Fulmer
Diane Porter
Will Roberts
Matt Wellslager

- Over the past year, our goal has been to create a **unified office**.

- Strategic Plan will a working document to drive **Position Descriptions, Accountability Report, and the Budget**

South Carolina Revenue and Fiscal Affairs Office

Strategic Planning

- Created a **mission statement**: To provide independent research, analysis, and resources to the executive and legislative branches of state government, local government officials, and the private sectors to facilitate informed policy decisions and administration of services.

- **Goals** to include: Continuous Improvement, Customer Feedback and Focus, and Employee Development

Strategic Planning

- **Values** to include: Integrity, Knowledge, Teamwork, Reliable and Timely Communication

- Next Steps:

  – Developing a **Vision Statement** – April/May,

  – Increasing the number of **Team Members** to get involved in the process- April/May,

  – Performing a SWOT Analysis in each division – Summer and Fall

Continuous Improvement

- Team Members:

David Patterson
Gordon Shuford
Tracy Smith

- Goals:
  - Identify agency policies and procedures for improvement
  - Develop an office communication strategy
  - Develop quality control of products and services

Continuous Improvement

RFA Legislation Changes

- Managers reviewed statutes and made suggestions

- RFA proposed 180 code sections to the Code Commissioner for administrative name changes as provided under Act 121 of 2014

- Identified 18 statutes that requiring substantive legislative amendments

- S. 563 is in Senate Finance Committee with favorable report from Subcommittee

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April 23, 2015

Continuous Improvement

Fiscal Impact Form and System Improvements

- RFA responsible for expenditure and revenue impacts

- Project team reviewed other states best practices

- New summary table improved form and streamlined content

- Created new input template for efficiency

- Early reviews from legislative staff very positive

Continuous Improvement

RFA Sales Order System

- Check and credit card billing by any section at RFA through a shared software application
- Managers reviewed the existing process and made suggestions to in-house development team
- Improvements:
  - Assignment of a sequential number to each transaction for audit support purposes
  - Ability to attach project related documents (MOU, data release authorizations etc.) to the billing information as a compliance-monitoring tool
  - Ability to track and report on customer base
  - Uniform workflow for program sections and business services

InfoSec Policy Workgroup

- Team Members:

Debbie Glenn	Jim Moore
Elizabeth Hall	Diane Porter
Lisa Jolliff	Jose Santiago
Sandra Kelly	Steve Sklar
John Long	Tracy Smith

- Goals:
  o Information Security Gap Analysis
  o Develop Plan of Action – January 31, 2015
  o Develop Information Security Controls – June 30, 2016

Continuous Improvement
Info-Sec Policy Workgroup

- Greater clarity and understanding of all related processes and procedures with in the RFA

- The identification and closure of gaps and mitigation of associated risks

- Full alignment of RFA policies and procedures with state and federal requirements, with regular review and improvement cycles

- Progress metrics to be developed and reported routinely

Continuous Improvement

Legislative Budget System

- In-house software application for legislative budget section of RFA to facilitate it's mission of legislative support
- Developed by a joint team from RFA (Budget and H&D) and the Office of the Executive Budget
- Improvements:
    - Replacement of inflexible mainframe system reaching end-of-life
    - Alignment with SCEIS modules and workflow used by OEB, while avoiding reporting and output gaps that make SCEIS unsuitable for use by RFA
    - Enhanced support for flexible reporting and the incorporation of legislative "decision packages"
    - Agile development and customization cycles with associated low cost and close alignment with end-user needs

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Continuous Improvement

- E911 Strategic Plan:
  - Next Generation 911 Technology
  - Next Generation 911 Funding Model
  - Recommended changes to antiquated legislation to reflect changes in 911 Technology

Customer Feedback/Focus

- Team Members:

Lisa Jolliff
David Morrison
Jose Santiago
Matt Wellslager

- Goals:
  - o Develop assessment tool for gauging customer response and satisfaction

Customer Feedback / Focus

- Customer Feedback Survey

- Customer Projects

  - House Legislation Oversight Committee

  - Dept. of Revenue using GIS for sales tax vendor location

  - Municipal Association using GIS for insurance premium fees

  - Lee County E911 Mapping

  - State and County Boundary Program

Customer Feedback / Focus

- **Customer Feedback Survey**
  - Created a survey and a letter of request from the executive director of the RFA
  - Customer email addresses were compiled from all sections.
  - Survey was emailed to 900 RFA customers – 100 responses to date
  - Feedback will be analyzed to determine areas for improvement
  - RFA's diverse customer base includes:

Elected officials	State agencies
Local 911 personnel	Professional land surveyors
Farmers	GIS managers/technicians
University researchers	Non-profit organizations

Customer Feedback / Focus

House Legislative Oversight Committee

- Multiple meetings between Committee Chief Council, Committee Research Director, and RFA Health and Demographics staff to explore both immediate and long-term support for the committee's work

- Data Warehouse support
  – Provide existing data held by RFA Health and Demographics, using established data release procedures
  – Integration of data from Restructuring and Seven Year Plan reports into an unified database.

- Software Development (time and costs currently under review):
  – Committee staff system
  – Public facing constituent system

Customer Feedback / Focus

- **Department of Revenue Geocoding Project**
  - RFA is geocoding addresses of entities that collect accommodation taxes
  - Verifying locations to determine if an entity is inside or outside a municipality

Customer Feedback / Focus

- **Municipal Association Geocoding Project**
  - o Dodd-Frank Act allocates 2% of insurance premiums to municipalities
  - o RFA is geocoding policy addresses to verify if locations are inside or outside municipal boundaries

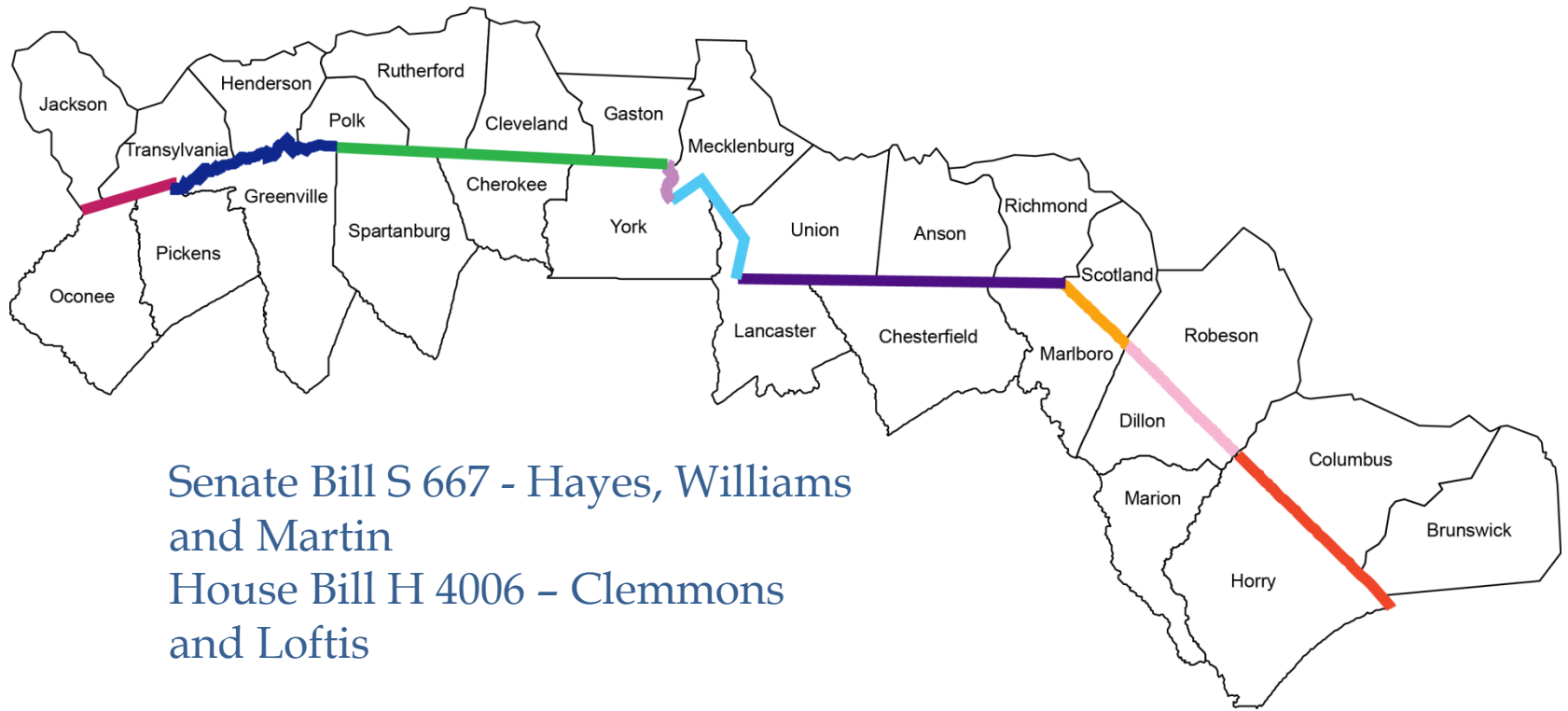# Customer Feedback / Focus

- **Lee County E911 Mapping**

  o RFA is working with Lee County to build an address point layer to be used in dispatch.

- 17,622 total addresses
- 12,784 accurately located
- 797 checked
- 355 deletes

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Customer Feedback / Focus

RE-ESTABLISHMENT OF
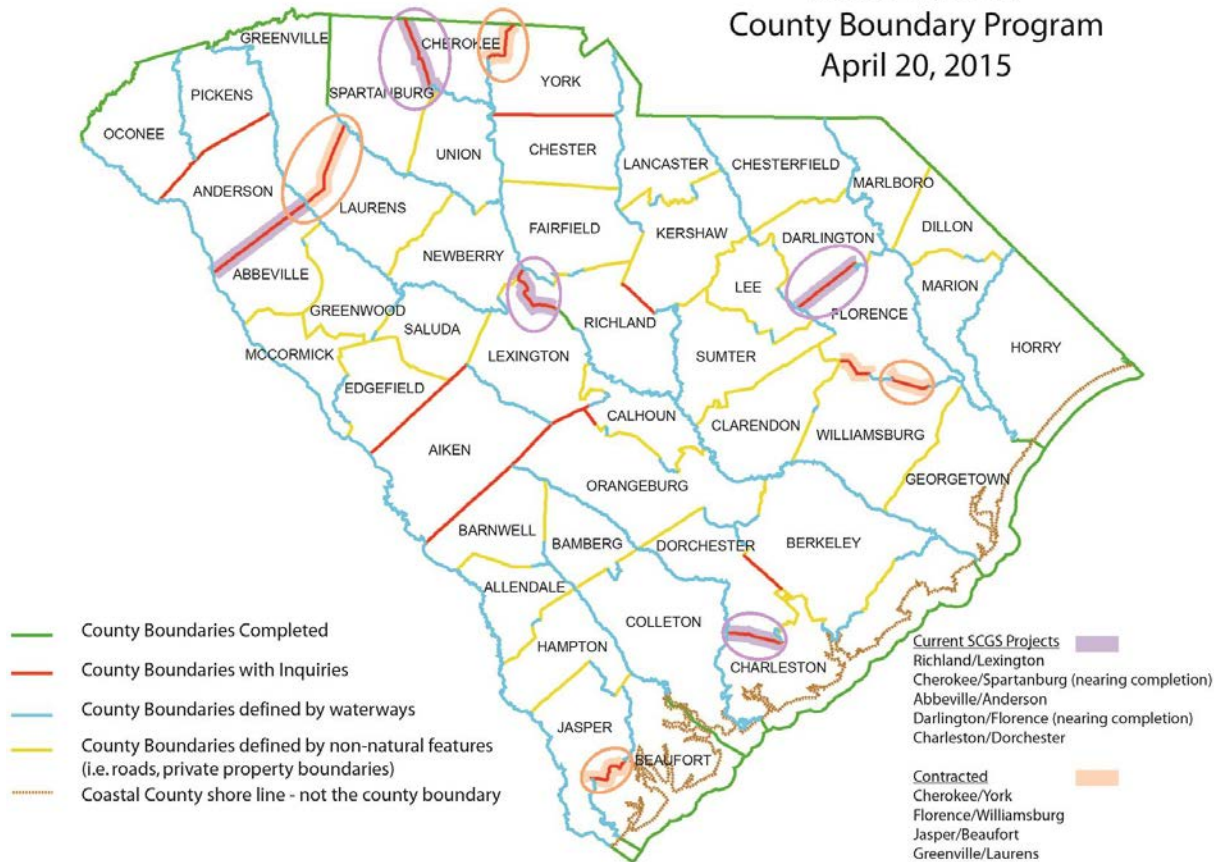## SOUTH CAROLINA – NORTH CAROLINA BOUNDARY
1996 - 2013

Senate Bill S 667 - Hayes, Williams and Martin
House Bill H 4006 – Clemmons and Loftis

Customer Feedback / Focus

County Boundary Projects

South Carolina Revenue and Fiscal Affairs Office

Workforce - Succession Planning Committee

Team Members:

Debbie Glenn

Sandra Kelly

Diane Porter

Workforce - Succession Planning Committee

FY2014-15 Goals

1. Develop program to gauge employee morale and provide employee feedback

2. Provide timely updates on employee training activity

3. Establish a system for regular review of employee compensation based on performance and responsibilities

4. Establish employee recognition and appreciation programs

Workforce - Succession Planning Committee
Employee Morale and Feedback

Objective:

To develop programs to help improve communication and recognition throughout RFA

Employee Survey:

Communication and Recognition Survey Questions:

- Do you feel communication within the RFA needs to be improved?

- What do you believe would best improve internal communications?

- Is it important for you to feel appreciated by your direct supervisor, middle management and executive management?

- Do you feel appreciated by your direct supervisor, middle management and executive management?

- Other than monetary compensation, in which way would you like to be appreciated?

Survey Results:

The survey has been distributed and results are forthcoming.

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Workforce - Succession Planning Committee

Employee Training

Objective:

Identify training gaps for the purpose of improving employee job performance, safety, security, moral, and retention.

Training Programs:

Currently developing RFA training programs for:

- Driver Safety Training – identify routine drivers and establish vehicle safety policies and procedures

- Security and Privacy Training – identify key roles and responsibilities to strengthen the security and privacy posture of the agency and ensure compliance with state and federal laws and regulations governing data management.

Workforce - Succession Planning Committee

Succession Planning

Objective:

"*Providing the right leadership at the right place at the right time with the right skills*"

Succession Planning Process:

1. Identify key leadership and critical positions
   Completed: 4/3/2015

2. Identify competency, skills, and success factors of leadership

3. Access current bench strength

4. Design and implement career development strategies

5. Monitor and evaluate strategies

South Carolina Revenue and Fiscal Affairs Office

Workforce - Succession Planning Committee

Employee Recognition Program

Objective:

– To provide a means for managers and supervisors to provide positive reinforcement and show appreciation to employees for their contributions to the agency

– Create a clear connection to the RFA's mission

– Attract and retain valued employees

Recognition Programs:

– Special Event Planning Committee – group of volunteers to coordinate special activities such as:

- Holiday party

- Bi-monthly agency wide birthday celebrations

- Employee Appreciation Day – May 1, 2015

– State Service Award – quarterly recognition of an employee's length of service with a certificate and pin when certain milestones are met

– Bonus Program – employee recognition for cost efficiency, improved work processes and other significant contributions to the success of the agency