



EDWARD B. GRIMBALL, Chairman
HOWELL CLYBORNE, JR.
EMERSON F. GOWER, JR.

SOUTH CAROLINA REVENUE AND FISCAL AFFAIRS OFFICE

FRANK A. RAINWATER
Executive Director

RFA BOARD AGENDA

June 13, 2019

2:30pm or Upon Adjournment of BEA Meeting

Bowers Conference Room

Room 417, Rembert C. Dennis Building

- I. Welcome
- II. Adoption of Meeting Minutes for April 8, 2019
- III. Agency Matters
 - A. Fiscal Year 2018-19 Review (Paul Athey)
 - B. Future Planning, FY 2019-20 and FY 2020-21 (David Patterson)
 - C. Budget Update (Morgan O'Donnell)
- IV. Other Business
- V. Future Meetings
 - A. July 25, 2019, Upon Adjournment of BEA Meeting (if necessary)
 - B. August TBD, Agency Head Evaluation (teleconference)
 - C. August 29, 2019, Upon Adjournment of BEA Meeting (Final Approval Accountability Report, and Budget)
 - D. September 16, 2019, Upon Adjournment of BEA Meeting (if necessary)
- VI. Adjournment

Please note the Agenda is subject to change.



SOUTH CAROLINA REVENUE AND FISCAL AFFAIRS OFFICE
Transforming data into solutions for South Carolina

RFA BOARD MEETING
June 13, 2019



ADOPTION OF MINUTES



FY 2018-19 ACCOMPLISHMENTS



FY 2018-19 ACCOMPLISHMENTS

STRATEGIC PLANNING

The disaster recovery (DR) site is functional

This fully operational DR site provides RFA with a complete backup of its systems and data until a more permanent, centralized solution for all state agencies is completed



FY 2018-19 ACCOMPLISHMENTS

STRATEGIC PLANNING

The SC Wireless 9-1-1 Program is one step closer to implementing NG9-1-1 technology

- The legislation authorizing use of the wireless fund for NG9-1-1 costs was enacted and signed by Governor McMaster on May 16, 2019
- A Request for Proposals (RFP) should be issued through the state procurement office by mid-summer and a vendor selected by the end of the calendar year
- The selected vendor will build the infrastructure in order to begin transitioning local PSAPs to the new technology in early 2021

FY 2018-19 ACCOMPLISHMENTS

CONTINUOUS IMPROVEMENT

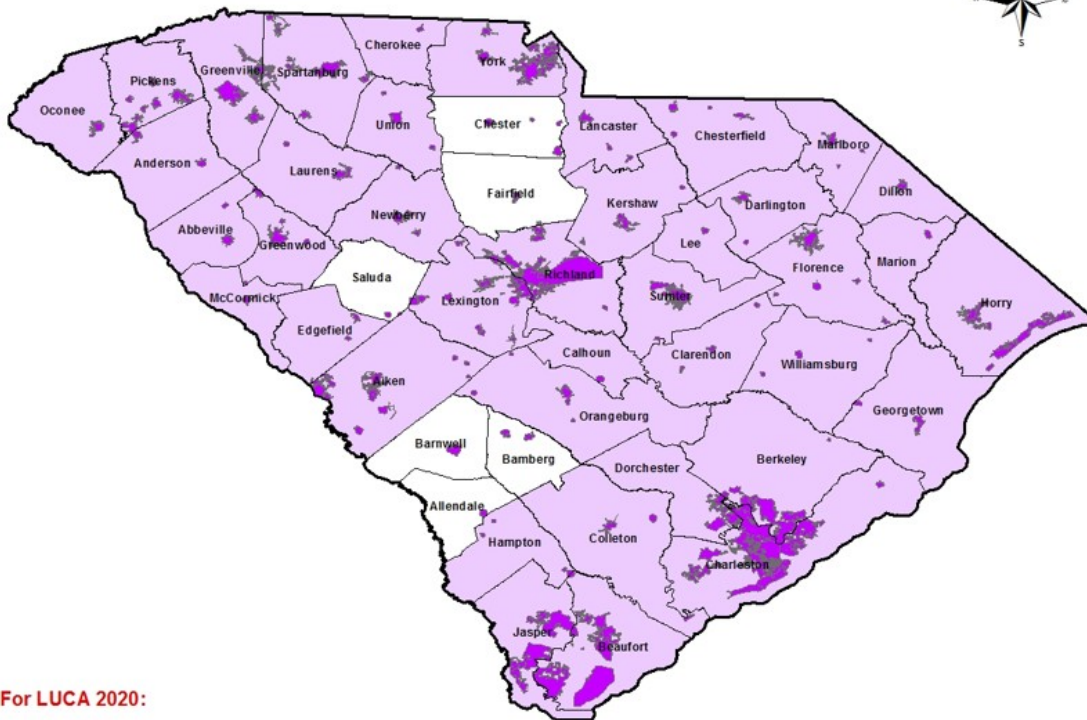
The website redesign project, although more challenging than anticipated, has been a great team building experience requiring innovative thinking

- Staff, with direction from our internal web development team, made substantial contributions to the information architecture
- Top level menu items include:
 - Programs and Services
 - Data and Research
 - Geography and Mapping
 - Legislative Fiscal Impacts

FY 2018-19 ACCOMPLISHMENTS

CONTINUOUS IMPROVEMENT

Participation in LUCA for Census 2020



For LUCA 2020:

87% (40) of South Carolina's 46 counties registered for LUCA.
 38% (101) of South Carolina's 268 cities registered for LUCA.

County	Addresses Added	Pct. Added
Allendale	1,398	20.66%
Bamberg	225	2.61%
Barnwell	892	5.60%
Chester	651	3.85%
Dillon	2,241	12.89%
Fairfield	657	4.66%
Hampton	1,800	13.69%
Laurens	332	0.93%
Lee	1,048	10.24%
Meggett - Charleston	615	0.30%
Richland	3,750	1.99%
Saluda	2,075	16.60%
Total	15,684	2.87%

Local Update of Census Addresses (LUCA)

FY 2018-19 ACCOMPLISHMENTS

CUSTOMER FOCUS

Beach Erosion Research and Monitoring (BERM)

Supported DHEC's program to monitor erosion and deposition of sand along the state's coastline by conducting fieldwork at the following five beaches:

- Edisto
- Harbor
- Hunting
- Kiawah
- Seabrook



FY 2018-19 ACCOMPLISHMENTS

CUSTOMER FOCUS

Education Funding Report

- The report describes the approach, presents known data, and outlines the next steps to enable RFA to complete the education funding model and accompanying goals.
- The premise of the model is that students drive the need for services, and different students may require different services.
- The model attempts to:
 - identify those services, and
 - estimate the cost of providing those services.
- Expenditures are grouped into costs for instruction, facilities and transportation, and district services.
- In instruction, for example, the key factors affecting this model are:
 - Number of students
 - Number of teachers or student to teacher ratio
 - Teacher salaries

FY 2018-19 ACCOMPLISHMENTS

CUSTOMER FOCUS

Education Funding Report (continued)

- The next step is to verify the data, gather additional data, and incorporate feedback into the model to issue an updated report in September 2019.
- As the model is refined, we plan to evaluate the validity by reviewing how well the model explains current expenditures and identify districts that are above or below expectations.
- This model is intended to provide a framework of financial data and inputs based upon the current education expenditures and allow policy makers to evaluate the impact of changes to the system on funding needs.
- While the report does not make policy suggestions, the model will provide policy makers with a mechanism to understand how changes to inputs, such as class size or teacher pay, impact funding and then evaluate the choices and prioritize funding.

FY 2018-19 ACCOMPLISHMENTS

CUSTOMER FOCUS

Education and Workforce

- §59-18-150 Added "to Provide for the establishment of a state longitudinal data system for measuring the continuous improvement of public education and the college readiness and career readiness of public school graduates, and to provide related findings" to the SC Code of Law.
- The General Assembly requires answers to the following:
 - (a) the number of students graduating from public high schools in the State who enter postsecondary education without the need for remediation;
 - (b) the number of working-aged adults in South Carolina by county who possess a postsecondary degree or industry credential;
 - (c) the number of high school graduates who are gainfully employed in the State within five and ten years of graduating from high school; and
 - (d) outcome data regarding student achievement and student growth that will assist colleges of education in achieving accreditation and in improving the quality of teachers in classrooms.

FY 2018-19 ACCOMPLISHMENTS

CUSTOMER FOCUS

Education and Workforce (continued)

- Progress to date:
 - Memorandums of Understanding with the SC Department of Education and Department of Employment and Workforce reviewed and expanded where necessary
 - Memorandums of Understanding executed with Commission on Higher Education and Technical College System
 - Necessary staff recruited and in place
 - All relevant data brought into RFA and linked
 - Preliminary results to be circulated by July 1, 2019

FY 2018-19 ACCOMPLISHMENTS

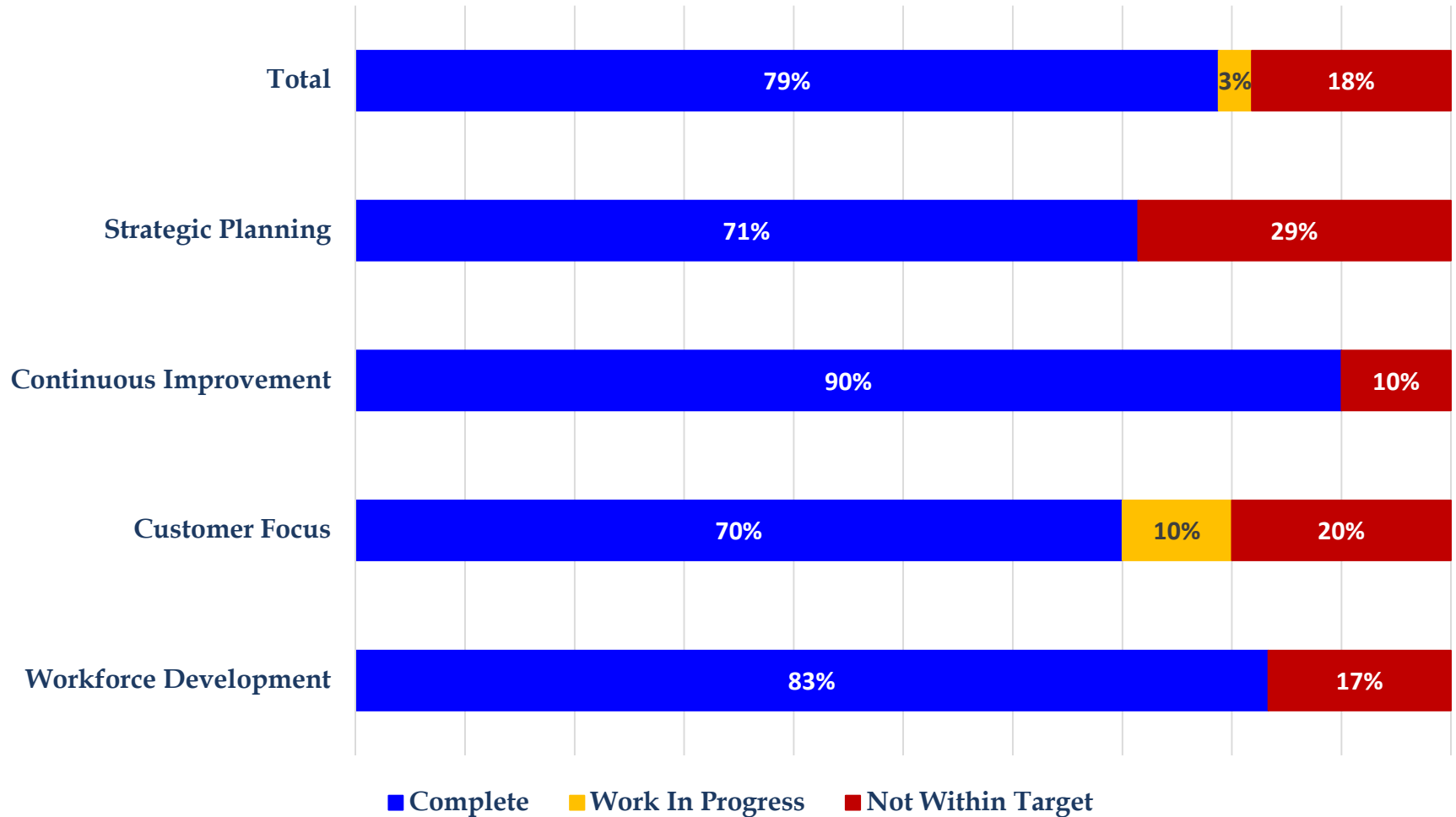
WORKFORCE DEVELOPMENT

- Implemented an onboarding process to enhance new employees initial work experience with the agency. Process will be evaluated via a survey of new hires after 90 days of employment
- Began compiling a list of critical job duties and subject matter experts in order to identify gaps and growth opportunities for employees
- Over 1,000 hours were spent on employee training which surpassed our goal of 825 hours
- Annual Employee Survey - 81% response rate which surpassed our goal of 70%
 - Opportunities identified:
 - Five year goal
 - Compensation tied to the strategic plan
 - Communication
 - Plan of action:
 - Leadership emphasis on the link between the strategic plan and employees

FY 2018-19 ACCOUNTABILITY REPORT



STATUS OF AGENCY GOALS BY PILLAR JULY 2018 – MAY 2019



OBJECTIVES REQUIRING ATTENTION

- Review of InfoSec policies and procedures
 - After the retirement of the security officer, agency leadership, working in conjunction with the Division of Information Security, determined a third party risk assessment, slated to begin in June, should be conducted prior to the review and modification of current procedures
- RFP for Next Generation 9-1-1 not published
 - Initial procurement officer from SFAA resigned in the middle of the process; significant time required for RFA staff to educate the new procurement officer due to the complexity of the project scope
- External website redesign not completed
 - Vendor selection took longer than anticipated due to negotiation of contract. We are currently working with the vendor on the information architecture (IA) which focuses on organizing, structuring, and labeling content in an effective and sustainable way. Once the IA is complete, we will move into the design phase
- Two customer satisfaction goals not met
 - Scores of 4.7 and 4.72 in two areas did not meet our goal of 4.75 on a 5 point scale
- Individual professional development plans not complete
 - Created a process and tool for employees to use in identifying a professional development plan
 - Implementation on hold until feasibility and effectiveness testing is complete

FY 2019-20 GOALS



FY 2019-20 GOALS

STRATEGIC PLANNING

1. Develop strategic initiatives that foster an adaptive, innovative, and secure environment:

Highlights of Strategies/Objectives:

- Cultivate a workplace that supports intrapreneurs
 - Review and modify job descriptions to promote innovation
- Establish a long-term plan for the development of subject matter expertise
 - Complete and inventory of subject matter experts
 - Identify gaps and create a plan of action
- Ensure a secure environment
 - Obtain EHNAC certification for the SCHIEx program
 - Third party risk assessment

FY 2019-20 GOALS

CONTINUOUS IMPROVEMENT

2. Emphasize continuous improvement and innovation

Highlights of Strategies/Objectives:

- Optimize internal tools and knowledge share
 - Complete the redevelopment of the agency's SharePoint site
 - Review and optimize the alignment of employee performance/engagement to agency goals
- Improve data availability to customers
 - Successful completion of the external website redesign
- Enhance services through the utilization of modernized geospatial information
 - Establish a statewide GIS collaboration program
 - Implement a statewide aerial imagery program

FY 2019-20 GOALS

CUSTOMER FOCUS

3. Optimize customer experience

Highlights of Strategies/Objectives:

- Facilitate informed decision making
 - Continue to refine the Education Funding Model
 - Issue an updated Education Funding Report
- Foster a commitment to excellence
 - Customer satisfaction survey
- Support public well-being and infrastructure
 - Transition emergency services to statewide NextGeneration 9-1-1 technology
 - Vendor selection and SME recruitment completed
 - Support DSS on the “Preschool Development Grant”

FY 2019-20 GOALS

WORKFORCE DEVELOPMENT

4. Promote a collaborative work environment

Highlights of Strategies/Objectives:

- Maximize employee engagement
 - Agency-wide meetings with Executive Director
 - Expand cross-sectional employee workgroup meetings
- Encourage training and development
 - Promote subject matter expertise and growth
- Align employee success criteria with strategic plan
 - Review and modify job duties and success criteria as needed to align with strategic plan

FY 2020-21 PLANNING



FY 2020-21 PLANNING

- Census 2020
 - Finalize the complete count review for the Census Geographic Programs
 - Complete the data delivery phase for the redistricting data program
 - Begin work on Redistricting at local, state, federal levels in April 2021
- Workforce Development
 - Focus on professional development to ensure subject matter expertise to better address current and future issues
- Statewide Aerial Imagery Program
 - Implement baseline
 - Identify ongoing funding sources

3-YEAR BUDGET

BUDGETING PRINCIPLES

- Investments in staff through reallocation of resources from retirements/ attrition
- Sufficient reserves for capital planning and infrastructure needs
- Prioritization of resources centered on customer expectations

3-YEAR BUDGET MODEL

Additional Considerations

- Strategic Plan
- Forecasts – General Funds
- Cost Distribution
- Staff Levels
- Forecasts – Revenue Funds
- Strategic Utilization – Carry Forward Funds

GENERAL FUND 3-YEAR BUDGET

Priorities

- Determining appropriate reallocation of resources to existing staff from retirements/ attrition to new hires
- Projecting increases in employer contributions (pension costs)
- Anticipating infrastructure needs (IT, field equipment, etc.) and ensuring sufficient resources to pay for these investments
- Establishing a safe threshold of carry forward balances and utilizing these funds for capital expenditures absent a mid-year budget cut

GENERAL FUND 3-YEAR BUDGET

Funding Request

- Compiling and reporting of a tax expenditure report as provided in Section 7 of H.4243 (Professional Sports Team Act) requires an estimated equivalent workload of one to two additional senior research analysts/program managers.

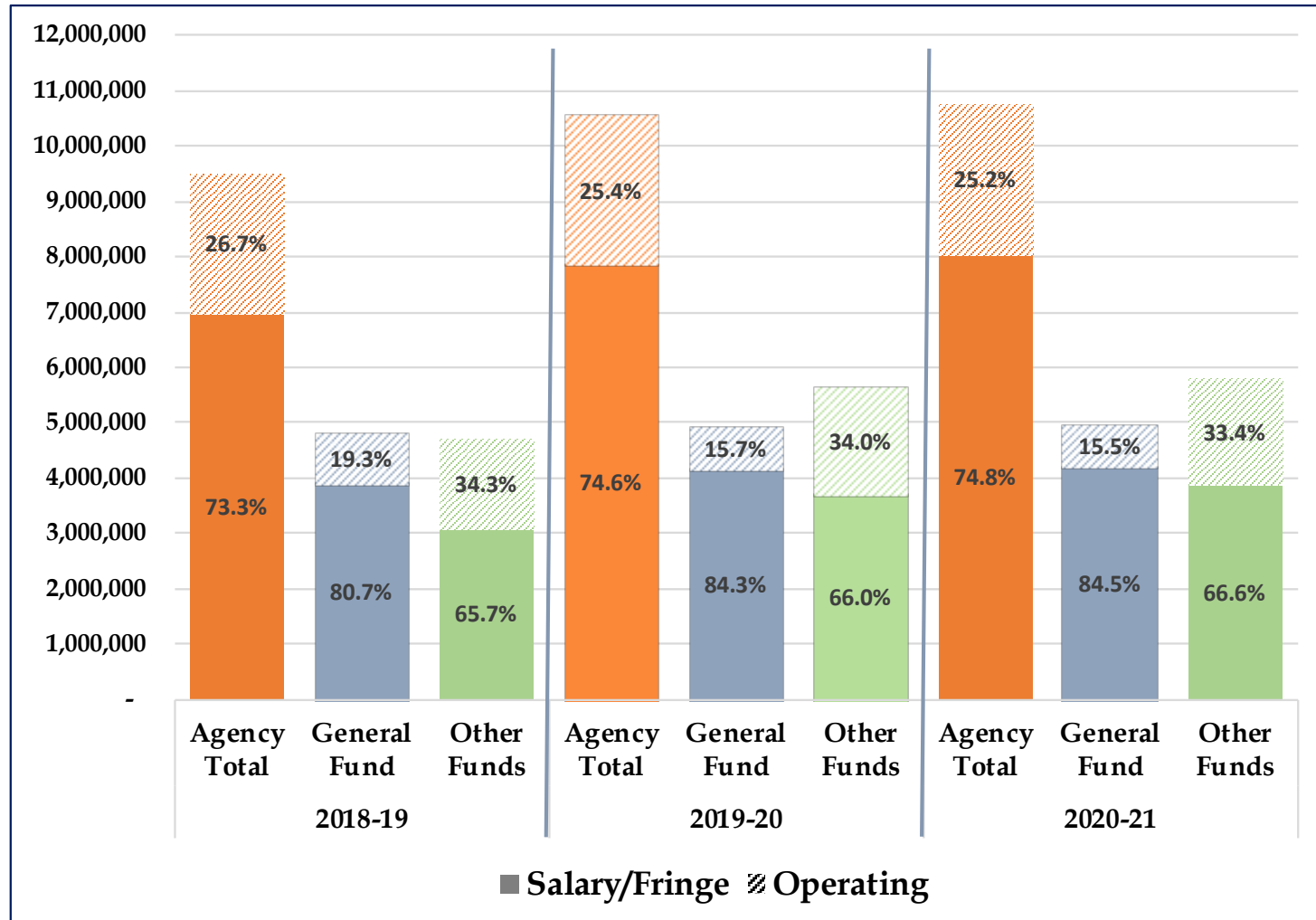
GENERAL FUND 3-YEAR BUDGET

	2018-19	2019-20*	2020-21*
Appropriations	4,758,221	5,084,658	5,167,982
Employer Contribution Increase	56,720	83,324	29,365
Legislative Adjustments	269,717		
TOTAL APPROPRIATIONS	5,084,658	5,167,982	5,197,347
Salary/Fringe	3,875,274	4,140,502	4,181,907
Operating	926,064	768,960	768,960
TOTAL EXPENDITURES	4,801,338	4,909,462	4,950,867
Residual (Carry Forward)*	283,320	258,520	246,480

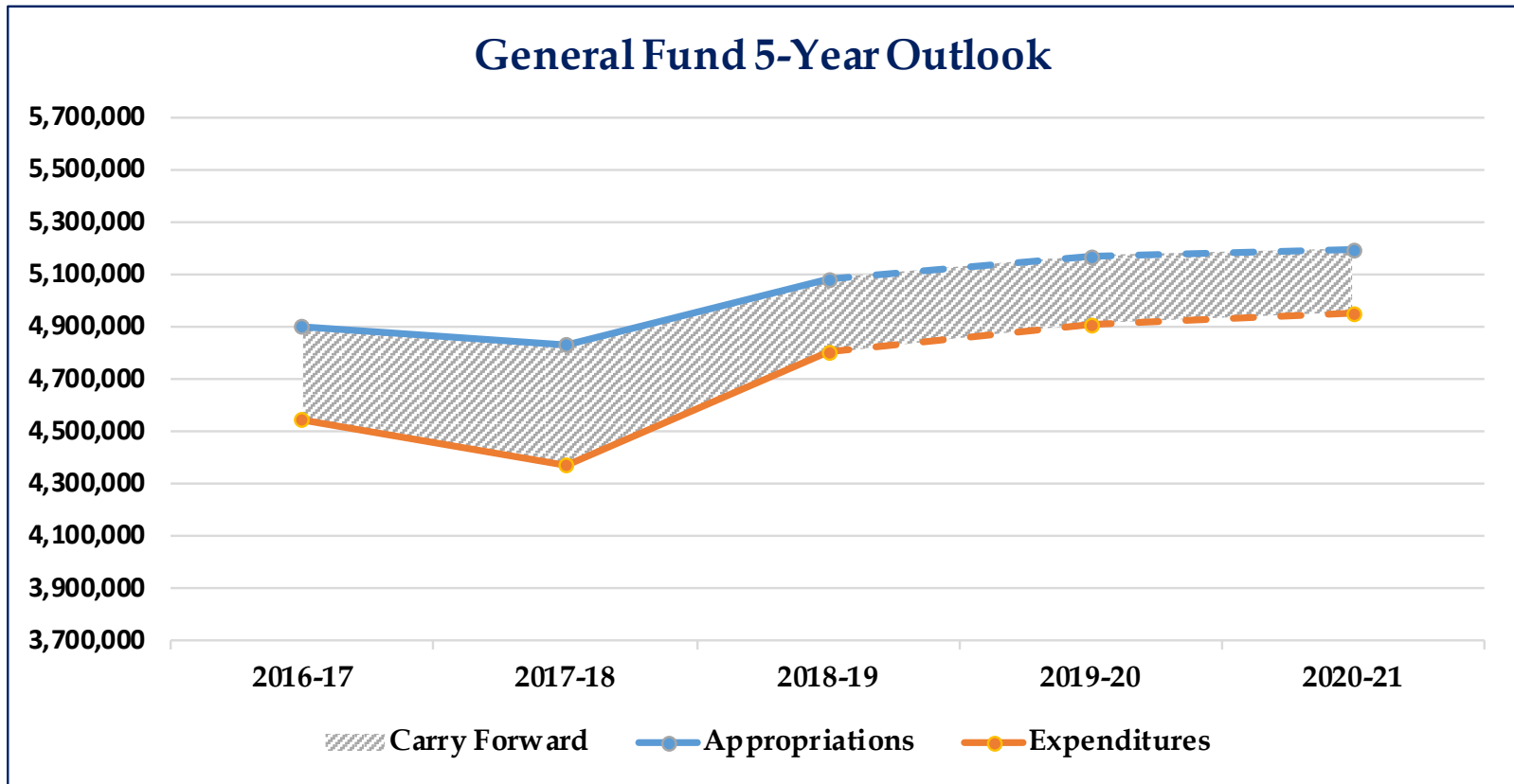
*Projected



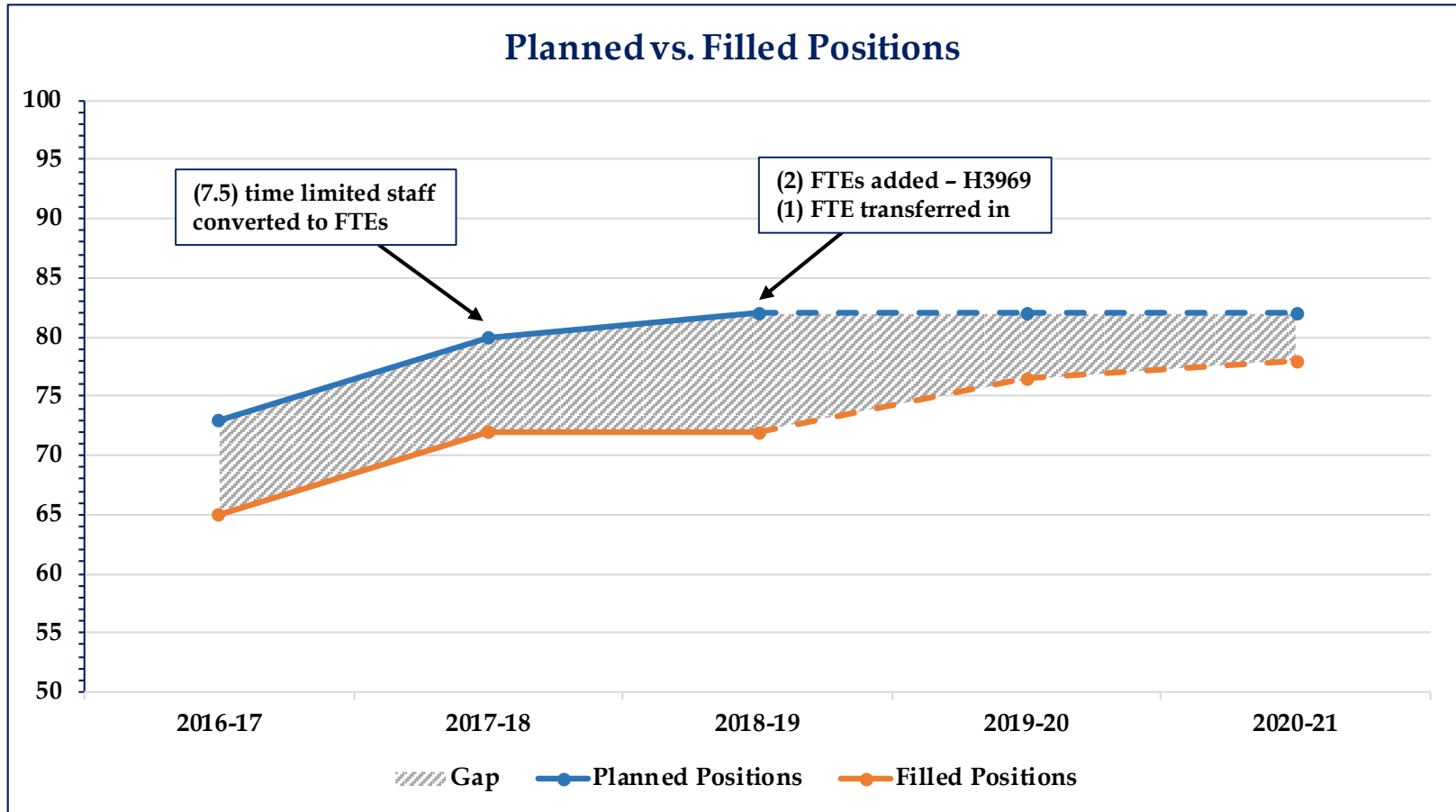
3-YEAR EXPENDITURE BREAKDOWN



GENERAL FUND APPROPRIATION TREND WITH FORECAST



STAFF LEVEL



OTHER FUND 3-YEAR BUDGET

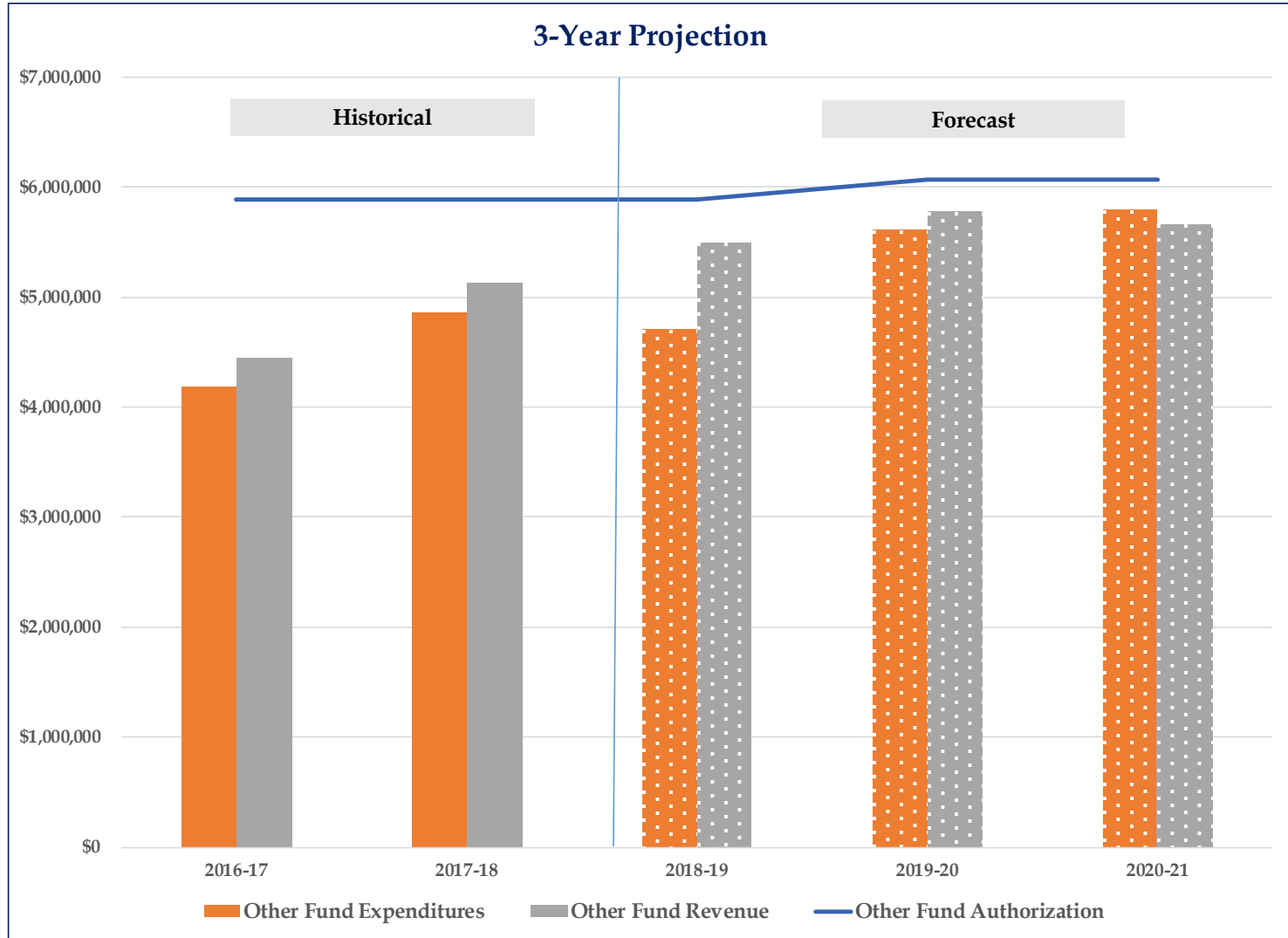
Priorities

- Determining appropriate reallocation of resources to existing staff from retirements/ attrition
- Maintaining capacity to absorb projected increases to employer contributions (health benefits, pension costs) and two percent compensation increase from H.4000
- Anticipating infrastructure needs such as IT and ensuring sufficient resources to pay for these investments
- Maintaining sufficient reserve authorization to account for cyclical expenditures and investments in infrastructure
- Ensuring capacity to absorb potential loss of revenue sources

OTHER FUND 3-YEAR BUDGET

	2018-19	2019-20	2020-21
DHHS (multiple contracts)	2,761,814	3,047,681	2,964,779
Ad Hoc - H&D	569,351	569,351	557,964
Geodetic - RTN	512,000	512,000	512,000
DSS (two contracts)	375,100	375,100	375,100
E911 Administration	605,395	605,400	605,400
Geodetic - GIC	195,000	195,000	195,000
SCDE	104,712	104,712	104,712
PEBA	96,130	96,130	96,130
First Steps	87,731	87,731	87,731
SCHIEx	82,472	82,472	84,121
Education Oversight Committee	67,305	50,000	50,000
DMV	20,000	20,000	20,000
DHEC	12,000	12,000	12,000
Miscellaneous	1,900	1,900	1,900
TOTAL REVENUE	5,490,910	5,759,477	5,666,837
Salary/Fringe	3,086,528	3,701,985	3,850,064
Operating	1,614,758	1,908,175	1,934,889
TOTAL EXPENDITURES	4,701,286	5,610,160	5,784,954
Residual	789,624	149,317	-118,117

OTHER FUND TREND WITH FORECAST



CARRY FORWARD – GENERAL FUNDS FY 2018-19 – \$283,320*

Anticipated Utilization of Funds:

- Completion of Website Redesign
- Intranet Development
- Investments in Infrastructure
 - equipment, software, system upgrades
- Investments in Human Resources
 - training and development
- IT Security
 - third party audit, network segmentation

* Projected



BALANCE FORWARD – OTHER FUNDS AS OF 5/28/2019

1. E911: \$2,766,061

- Funding Source – 2% of the wireless surcharge
- Utilization – salaries, costs associated with transition to NG9-1-1

2. VRS: \$1,586,096

- Funding Source – Real Time Network
- Utilization – salaries, maintenance costs and system upgrades

3. H&D: \$1,522,594

- Funding Source – service revenue
- Utilization – salaries, investments in IT and development; reserves

4. Remaining Accounts: \$739,552

SOLE SOURCE PROCUREMENTS

- Since agency inception (July 1, 2014), there have been sole source procurements from 5 vendors valued at \$1,494,800
- On July 1, 2019, in-use equipment, current maintenance and warranties procured by sole source is valued at \$819,996
- For FY 2018-19, there are a total of 3 sole source procurements valued at \$301,762
 - Annual - Panorama – BI Software for H&D - \$34,083
 - One of a kind item that contains integrated ESRI mapping tools into the MSSQL BI platform. Significant investment both in time and resources in customization of platform not available off the shelf with another vendor.
 - Annual - EIS - SAS Software - \$43,260
 - Vendor only supplier of SAS for governmental entities. SAS is the only statistical software that can handle the statistical analysis on RFA's large encrypted datasets.
 - Three Year - Duncan Parnell – Maintenance for RTN - \$224,419
 - Vendor only supplier of Trimble for this three year maintenance and warranty covering the current Trimble hardware and software of the Real Time Network.

OTHER BUSINESS



THANK YOU!

SOUTH CAROLINA REVENUE AND FISCAL AFFAIRS OFFICE



Our mission is to provide independent research, analysis, and resources to facilitate informed policy decisions and administration of services.

Agency Name: REVENUE AND FISCAL AFFAIRS

Fiscal Year 2018-2019
Accountability Report

Agency Code: E500 Section: 102

DRAFT

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Maintaining Safety, Integrity and Security	G	1			Strategically develop an adaptive, secure environment that fosters the delivery of innovative, effective, and efficient customer services and information							
	S	1.1			Ensure sufficient resources to fulfill current and future initiatives and adapt to environmental changes through budget transparency and fiscal accountability							
	M			1.1.1	Develop a fluid three year budget model with summary reports for section managers	N/A	100%	100%	July 1 - June 30	Business Services	percent of project completed	Promotes fiscal accountability and transparency
	M			1.1.2	Implement quarterly budget review meetings with each division and/or section	N/A	12	12	July 1 - June 30	Business Services	number of quarterly meeting times three quarters	Promotes fiscal accountability and transparency
	S	1.2			Mitigate potential risks to the agency's processes and infrastructure by implementing initiatives governed by an IT steering process							
	M			1.2.1	Upgrade the agency's data center and enhance the backup process with the establishment of a remote disaster recovery site	50%	100%	100%	July 1 - June 30	IT	equipment acquisition, delivery, set up: 50%; fully implemented: 100%	Mitigates risk of the agency's infrastructure
	M			1.2.2	Ensure completion of annual information security awareness training of all agency employees	100%	100%	100%	July 1 - June 30	HR	percent of employees who completed training	Essential in the mitigation of risks
	M			1.2.3	Review and update the agency data classification inventory and all InfoSec and HIPAA Privacy policies and procedures	100%	100%	50%	July 1 - June 31	IT, Privacy Office	reviewed/actual	Essential in the mitigation of risks
	S	1.3			Cultivate a planning process that guides current initiatives and anticipates future commitments							
	M			1.3.1	Transition emergency services to statewide NextGeneration 9-1-1 technology	Phase 1 of 5 complete (finalized draft legislation for submission)	Phases 2 and 3 of 5 complete (implement legislative changes and complete RFP process for new system)	Phase 2 and part of Phase 3	July 1 - June 30	E-911	successful passage of amended legislation and contract award to vendor	Promotes the delivery of innovative services
	M			1.3.2	Institute monthly work sessions for the Strategic Planning Committee to evaluate agency resources and update initiatives and priorities	N/A	12	16	July 1 - June 30	Committee Minutes	Actual number of meetings	Promotes an efficient and effective planning process
Government and Citizens	G	2			Continuously improve agency processes, services, and resources to effectively meet the needs of our customers							
	S	2.1			Streamline processes, expand knowledge share, and provide research to facilitate informed decisions and administration of services							
	M			2.1.1	Implement tracking mechanism and refined process flow to ensure reimbursement requests from local SC 911 jurisdictions on the SC CRMS Wireless E911 fund are submitted within target deadlines	N/A	average < 14 days	9.55	July 1 - June 30	Tracking sheet for requests submitted and reviewed by staff	average length of time from the date the request is received in the office to the date the payment authorization is submitted the STO	Promotes efficient administration of services
	M			2.1.2	Standardize and simplify the process for local PSAPs reporting their monthly call volume statistics to the E911 program	N/A	90%	100%	July 1 - June 30	Tracking sheet for monthly submissions	total number of PSAPs reporting their monthly call volumes within 30 days after the end of the reportable month / total number of PSAPs	Promotes efficient administration of services
	M			2.1.3	Redevelop the agency's external website into a data driven, research site with ease of use by customers	N/A	100%	40%	July 1 - June 30	workgroup	targeted launch date of June 2019	Promotes information availability for informed decision making
	M			2.1.4	Redevelop the agency's internal sharepoint for enhanced communication and information sharing	N/A	50%	50%	July 1 - June 30	workgroup	progress made in stages(total project time: 2 years)	Promotes information availability for informed decision making
	S	2.2			Utilize leading edge technology and modernized geospatial information to enhance services and increase accuracy of information							
	M			2.2.1	Provide clarification to county boundary discrepancies by completing statutory research and certified surveys for three projects annually	3	3	3	July 1 - June 30	Geodetic Survey	# completed/# planned	Promotes accurate information and enhanced services

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		Goal	Strategy	Measure		Base	Target	Actual				
	M			2.2.2	Review the Census Bureau's address list and make any necessary corrections to ensure all residential addresses in the state are included in the 2020 Census	N/A	100%	100%	July 1 - June 30	Digital Cartography	# addresses reviewed/# of addresses	Promotes an accurate decennial census
	M			2.2.3	Maintain a statewide fire district GIS database in coordination with SC Dept. of LLR to coordinate statewide emergency efforts	yes	yes	yes	July 1 - June 30	Digital Cartography	yes/no	Promotes accurate information for emergency responders
	S			2.3	Optimize organizational success by evaluating and improving internal tools and processes							
	M			2.3.1	Review and adjust the questions contained in and the recipient list for the Customer Satisfaction Survey prior to dissemination to optimize the opportunity for feedback	yes	yes	yes	July 1 - June 30	Response from customer satisfaction survey	yes/no	Promotes more efficient and personalized customer service
	M			2.3.2	Initiate communication process for responsible parties to submit performance measure progress on a quarterly basis (when applicable)	N/A	90%	100%	July 1 - June 30	Accountability Report (broken out by quarter)	number of quarterly updates / number of performance measures	Promotes information availability for informed decision making
	M			2.3.3	Promote a collaborative workforce through cross-sectional representation of employee workgroup meetings	N/A	6	8	July 1 - June 30	Division Directors	number of cross-sectional employee workgroup meetings	Promotes professional development and information sharing
Government and Citizens	G			3	Deliver innovative, effective, and efficient customer services and information							
	S			3.1	Support informed decision-making through accurate reporting, analysis, forecasting, and information							
	M			3.1.1	Prepare fiscal impact analyses for policy makers within 14 days or less	76.06%	75%	80%	July 1 - June 30	Fiscal Impact database	Turnaround time calculated using database capturing when request came in and when completed impact sent to requestor	Promotes efficient and personalized customer service, and informed decision making
	M			3.1.2	Project the state's revenue forecast within 1.5% of actual fiscal year-end revenues	102%	between 99.5% and 101.0%		July 1 - June 30	Revenues as captured in SCEIS	(projected revenue - actual revenue) / actual revenue	Promotes accurate forecasting for informed decision making
	M			3.1.3	Assist the General Assembly with the development of the annual general appropriations act by requested deadline and without errors	successful	successful	successful	July 1 - June 30	Budget Development	successful = on time with no errors	Promotes informed decision making
	M			3.1.4	Establish/manage a childhood to adult data system connecting education policy to workforce development	Phase 1: successful passage of legislation	Phase 2: successful execution of MOUs and data acquisition	successful	July 1 - June 30	H&D	progress made towards project	Promotes efficient and personalized customer service, and informed decision making
	S			3.2	Foster a commitment to service through operational excellence							
	M			3.2.1	Provide users with receipt notification within 8 business hours of IT ticket request submissions and develop action plan for issue resolution within 48 hours of ticket being opened	N/A	80%	83%	July 1 - June 30	IT HelpDesk System reports	average percentage of successful receipt notifications and action plans within allotted timeframe	Promotes efficient and personalized customer service
	M			3.2.2	Partner with customers to determine the type of analysis and/or resources that best meet the needs of the request	4.73	4.75	4.7	July 1 - June 30	Customer satisfaction survey - "meets your needs" rating	Actual rating	Promotes efficient and personalized customer service, and informed decision making
	M			3.2.3	Provide quality services and information to customers in a timely manner as measured in the quality and timeliness ratings from the customer surveys	4.51	4.75	4.72	July 1 - June 30	Customer satisfaction survey - average of quality and timeliness rating	Actual rating	Promotes efficient and personalized customer service, and informed decision making
	S			3.3	Enhance public well-being and infrastructure by delivering efficient, cost effective support services							
	M			3.3.1	Expand the reach of the Real Time Network accessibility within the construction, surveying, and engineering service industries across the state	501	520	843	July 1 - June 30	RTN customer tracking sheet	# of active subscriptions as of fiscal year end	Promotes accurate information and enhanced services

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Fiscal Year 2018-2019
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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	M			3.3.2	Support DHEC with the Beach Erosion Research and Monitoring (BERM) project by ensuring the availability and validity of beach survey monuments for	N/A	5	5	July 1 - June 30	Geodetic Survey	# of beaches requested by DHEC to be reviewed	Promotes accurate information and enhanced services
	M			3.3.3	Maintain and build upon the agency's major contractual partnerships	9	9	9	July 1 - June 30	Business Services	# of active major contracts as of fiscal year end	Promotes long-term collaborative relationships
Education, Training, and Human Development	G			4	Promote a collaborative work environment through the development of an efficient workforce							
	S			4.1	Maintain an effective employee evaluation system that aligns with the agency's strategic plan and utilizes employee feedback to promote team dynamics							
	M			4.1.1	Evaluate/update job duties and ensure success criteria align with performance measures annually		100%	100%	August 1 - November 30	HR	number of updated EPMS documents / number of agency employees	Promotes employee development and an efficient and effective planning process
	M			4.1.2	Expand means for generating employee feedback by utilizing anonymous employee satisfaction surveys	63%	70%	81%	July 1 - June 30	Employee Survey Results	# of surveys completed / # of agency employees	Promotes employee feedback
	S			4.2	Ensure continuous customer service through proactive succession planning and employee recruitment							
	M			4.2.1	Review positions as vacancies occur to ensure job classification, position description, and resources align with the current and future needs of the	100% (of 11 vacancies)	100%	100%	July 1 - June 30	HR	# reviewed/# of vacancies	Promotes an efficient and effective planning process
	M			4.2.2	Refine onboarding process for new hires	N/A	100%	100%	July 1 - June 30	HR	yes/no	Promotes collaborative work environment
	S			4.3	Identify training and development needs to address critical job duties and professional growth opportunities							
	M			4.3.1	Support professional growth by ensuring each section manager identifies a training and development plan for each staff member within their section	N/A	80%	0	July 1 - June 30	HR	number of training and development plans / number of agency employees	Promotes professional development
	M			4.3.2	Promote subject matter expertise through professional development opportunities for employees	801	825	1,076	July 1 - June 30	HR	actual training hours	Promotes professional development



**FY 2018-19 Accomplishments
June 2019**

MISSION STATEMENT

To provide independent research, analysis, and resources to facilitate informed policy decisions and administration of services

VISION STATEMENT

A team of trained professionals committed to providing innovative analyses and information

STRATEGIC PLANNING

The Strategic Planning Committee is charged with developing and implementing strategic objectives and action plans, making adjustments as required, and measuring progress.

- Ensure sufficient resources to fulfill current and future initiatives and adapt to environmental changes through budget transparency and fiscal accountability
 - *Developed a fluid three year budget model that allows for the creation of summary reports for section managers*
 - *Initiated quarterly budget review meetings with each division and section as applicable in order to proactively address issues and improve budget transparency*
 - *The Strategic Planning Committee reviewed the budget and prioritized available resources as needed. However, due to extended FTE vacancies, additional funds were identified. After extensive discussions with the Department of Information Security (DIS) regarding IT security planning, the committee decided to dedicate a significant portion of these funds for a third party IT Risk Assessment*
 - *The redevelopment of the public website was delayed; therefore, allocated funds will be carried over into FY 2019-20 and earmarked for this project*

- Mitigate potential risks to the agency's processes and infrastructure by implementing initiatives governed by an IT steering process
 - *The agency fully upgraded its data center in Columbia with more robust equipment to accommodate infrastructure needs, transferring the existing equipment to a temporary disaster recovery (DR) site in Spartanburg. The DR site, which is fully operational with the exception of the Real Time Network redundancy, will allow RFA to maintain a complete system backup of its current environment until the agency can transition to the recently acquired State DR site at Tier Point in Charlotte*
 - *All employees successfully completed information security awareness training*
 - *All privacy policies and procedures were reviewed and updated as necessary. The data inventory is up to date and reflective of all data assets stored at RFA. Employees accessing restricted or confidential data completed the annual privacy training in November*
 - *InfoSec policy and procedure review was delayed due to an extended vacancy with the Security Analyst position. Upon recommendation from the IT Steering Committee, the agency decided to initiate a third party risk assessment including a review of policies and procedures with a gap analysis. Once this assessment is completed, the new Security*

Analyst will work with the IT team to update procedures based upon recommendations made and gaps identified by the audit

- Cultivate a planning process that guides current initiatives and anticipates future commitments
 - *The legislation drafted to facilitate the transition to NG9-1-1 successfully passed and was signed into law. The procurement process for the new system is in process, and the Request for Proposals (RFP) should be published this summer. We hope to have a vendor selected by the end of calendar year 2019*
 - *The Strategic Planning Committee met monthly to evaluate current and future initiatives and prioritize agency resources. One significant area of focus is staff development and ensuring that each employee understands their role in the agency's strategic plan and vision*

- Communication efforts:
 - *The Division Directors reviewed the strategic plan with staff to bring awareness of agency goals and objectives and how everyone has a role in our success*
 - *The Executive Director met with staff to address employee survey results focusing on his expectations of staff, the vision for the agency, linking the agency's strategic plan with performance evaluations, and encouraging continued feedback from staff*

CONTINUOUS IMPROVEMENT

Continuous Improvement efforts focus on determining and monitoring how the agency continuously strives to improve the work process and deliver organizational success.

- Streamline processes, expand knowledge share, and provide research to facilitate informed decisions and administration of services
 - *Refined the workflow for processing reimbursement requests from the SC Wireless 911 fund so local jurisdictions receive recoupment of expenses in a more expedient manner. Implemented a tracking mechanism to ensure reimbursements are processed within targets for average completion time*
 - *Standardized the process for local PSAPs to report their monthly call volume statistics to the E911 program*
 - *Selected a vendor and completed the initial stages of the external website redesign. The purpose behind the redesign is to have a more data driven, research site that is user-friendly and searchable. Although our objective was to complete this project by the end of the fiscal year, the procurement process took longer than anticipated, requiring us to update the targeted deadline for completion. Since a successful end product is critical to the agency's mission, the deadline has been extended to allow sufficient time to complete this project*
 - *The agency's SharePoint site needs to be redesigned in order to improve internal communication and information sharing. The RFP has been published and we hope to have a vendor selected by the end of the fiscal year*

- Utilize leading edge technology and modernized geospatial information to enhance services and increase accuracy of information
 - *The Geodetic Survey completed three boundary projects this year. These projects include: Dorchester/Berkeley, Anderson/Abbeville, and three sections of the Aiken, Edgefield, and Saluda boundary*
 - *The Precinct Demographics Section has reviewed the Census Bureau's address list and recommended corrections in order to ensure inclusion in the 2020 Census count*
 - *In cooperation with the Department of Labor, Licensing and Regulation, RFA has completed the statewide collection and compiling of the fire districts across the state. RFA will continue to work with LLR to update and maintain this statewide database*

- Optimize organizational success by evaluating and improving internal tools and processes

- *Customer Survey questions were reviewed and modified so that all questions have a consistent rating scale*
- *In order to support a more collaborative workforce, cross-sectional meetings were conducted consisting of brainstorming sessions to solve problems, educational workshops, meetings with both internal and external partners on data analysis, and review of colleagues' presentations*

CUSTOMER FOCUS

The Customer Focus team is charged with determining who the customers of the agency are and identifying and measuring their requirements, needs, expectations, and levels of satisfaction.

- Support informed decision-making through accurate reporting, analysis, forecasting, and information
 - *As of May, 80.56% of fiscal impact analyses were prepared within 14 days, exceeding the goal of 75%*
 - *Successfully assisted the General Assembly with the development of the general appropriations act*
 - *All necessary agreements are in place and all available data received for the establishment of a state longitudinal data system for measuring the continuous improvement of public education and the college readiness and career readiness of public school graduates pursuant to §59-18-150. A draft report on the General Assembly's initial questions should be complete by July 2019*
 - *The agency provided a report on Education Funding in response to a request by the Governor, President of the Senate, and Speaker of the House on May 9, 2019. The report provides a baseline of current education funding and outlines a proposal to transition to a model based upon estimating the cost of providing services to students. Staff will gather feedback and additional data to issue an updated report in September 2019*
 - *Assisted the State Treasurer's Office in developing a comprehensive report to provide to credit rating agencies and met with rating agency staff on the status of the state budget, recent fiscal trends, and major legislative changes impacting the state's economy*

- Foster a commitment to service through operational excellence
 - *A tracking sheet was established in order to measure the amount of time it takes IT staff to respond to and resolve issues communicated via the helpdesk system. The IT staff successfully resolved 84% of all issues (or communicated a plan of action to the end user) within 48 hours, exceeding the target rate of 80%*
 - *Responses to the external customer satisfaction survey rated staff a 4.7 on a 5 point scale for their efforts in meeting customer needs. This was slightly below last year's rating of 4.73 and below the target of 4.75*
 - *Responses to the external customer satisfaction survey rated staff a 4.72 on a 5 point scale for their efforts in providing quality service and information in a timely manner. This was up from last year's rating of 4.56 but below the target of 4.75*

- Enhance public well-being and infrastructure by delivering efficient, cost effective support services
 - *The Real Time Network continued to expand its reach across the state; there are currently 843 subscribers*

- *Supported DHEC with the Beach Erosion Research and Monitoring (BERM) project by ensuring the beach survey monuments were visible and properly located on the required five beaches and are currently collecting data for new coordinates*
- *The number of major contracts were maintained for the year and at least two additional short-term contracts were entered into. The continuation of long-term contracts with partners is indicative of their level of satisfaction with our services*

WORKFORCE DEVELOPMENT

Workforce Development efforts focus on identifying strengths and weaknesses in the RFA workforce and developing programs that align the workforce with the RFA mission and vision.

- Maintain an effective employee evaluation system that aligns with the agency's strategic plan and utilizes employee feedback to promote team dynamics
 - *All planning stages completed on time with success criteria for each essential duty*
 - *The Executive Director and HR Director modified the questions for the 2019 employee survey in order to generate feedback on a range of topics. The response rate was 81% which surpassed the goal of 70%*
- Ensure continuous customer service through proactive succession planning and employee recruitment
 - *All vacated positions were reviewed to determine if the job classification, position description, or salaries needed to be modified to align with the current and future needs of the agency*
 - *An onboarding process was refined for new hires and is now in-use. New employees will complete a survey at the 90-day mark to evaluate this onboarding process*
- Identify training and development needed to address critical job duties and professional growth opportunities
 - *A form was developed to facilitate the creation of a training and development plan for each staff member. The form is slated to be tested in June*
 - *1,076 training hours were completed by staff in support of professional development. This surpassed our goal of 825 hours*
- Other accomplishments in the area of workforce development
 - *All job postings have been filled*
 - *The Human Affairs Commission recognized RFA for the highest Affirmative Action goal attainment increase for FY 2017-18 at 15.1%*