

**REVENUE AND FISCAL AFFAIRS
BOARD MEETING
JUNE 22, 2023**



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

ADOPTION OF MEETING MINUTES



SUMMARY OF MAJOR ACCOMPLISHMENTS FOR FY 2022-23

PROGRESS TOWARDS KEY OBJECTIVES



CUSTOMER FOCUS, FY 2022-23

PROMOTE AN INNOVATIVE APPROACH TO DELIVERING INSIGHTFUL INFORMATION, RESOURCES, AND SOLUTIONS TO OUR CUSTOMERS

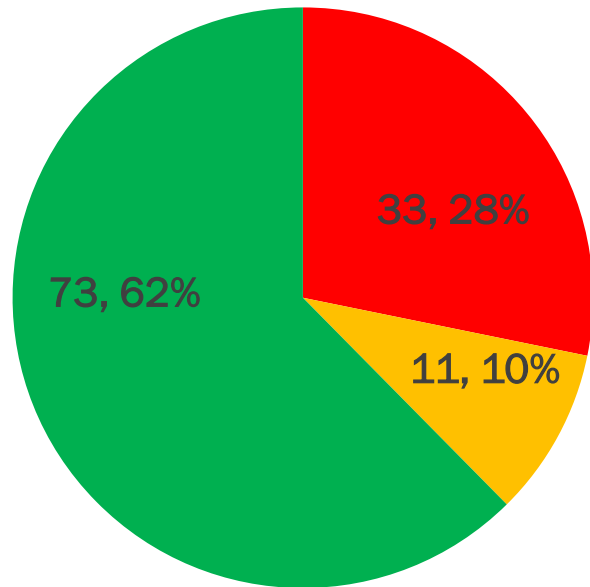
- Collaborate with executive and legislative branches and local school districts officials on implementing a new Education Dashboard to reflect and compare funding and performance data by district.
 - *Continued discussions of the Education Funding Transparency dashboard with Executive and Legislative staff and local school district officials.*
 - *Collected data and created a preliminary dashboard based on feedback from partners*
- Enhance or provide more long-term analysis and reports on key factors affecting South Carolina and its fiscal outlook.
 - *Created “Demographic Trends and Projections”, an analysis of South Carolina’s recent population trends and projections to help identify and understand changes in our population through 2030.*
 - *Charts, graphs, and maps from the full report were used in over fifteen presentations during the fiscal year.*
 - *The full report is published on the [agency website](#).*

CONTINUOUS IMPROVEMENT, FY 2022-23

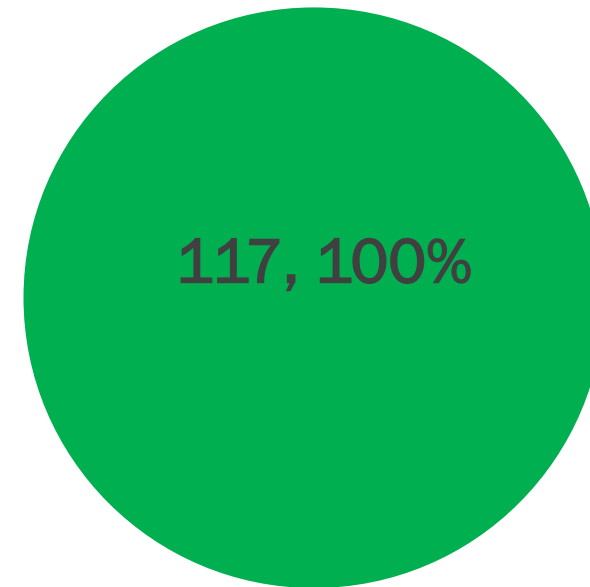
FOCUS ON ENHANCING INTERNAL PROCESS EFFICIENCIES, OPTIMIZING RESOURCES, AND SECURING THE AGENCY'S IT INFRASTRUCTURE AND ASSETS.

- Continue efforts to strengthen our information security and privacy posture.
 - Remediated 44 of the 44 DIS-200 (the state's information security and privacy standards) controls identified as partially compliant or non-compliant in the Audit and Assessment

Status as of September 30, 2022



Status as of June 22, 2023



CONTINUOUS IMPROVEMENT, FY 2022-23 (CONTINUED)

FOCUS ON ENHANCING INTERNAL PROCESS EFFICIENCIES, OPTIMIZING RESOURCES, AND SECURING THE AGENCY'S IT INFRASTRUCTURE AND ASSETS.

- Review fiscal impacts and other reports; update as additional information becomes available and present in a clear, concise manner.
 - *The Historical Analyses, which provides a history of the State's expenditures and revenues, underwent a major renovation to include charts and graphs; it is available in Excel [on our website](#) where users can download and analyze the information.*
 - *Enhanced the Education and Workforce Report, a report required by SC Code of Laws §59-18-1950, with additional analyses and charts and published on the [agency website](#) in April.*
 - *Updated an analysis of the trends and impacts of employer contribution costs and rates on state salaries and distributed to staff of House Ways and Means, Senate Finance, and the Governor's Office.*

WORKFORCE DEVELOPMENT, FY 2022-23

PROMOTE AND RETAIN A TALENTED WORKFORCE NECESSARY TO ACCOMPLISH OUR MISSION AND CUSTOMER EXPECTATIONS

- Our goal is to fill five vacancies including a security engineer, GIS, two economists, and a project coordinator in FY 2022-23.
 - *Filled vacancies including a security engineer, GIS manager, two economists, a senior economist, an executive assistant, two geodetic technicians, a 911 program coordinator, and a grants administrator.*
 - *69 of the agency's 71 planned positions are filled.*
- Pending final legislative and gubernatorial approval of the budget, make final plans to implement our personnel budget increase to attract and retain a well-trained workforce with more competitive salaries.
 - *Worked with State Human Resources and Shared Services to implement sixty-three pay adjustments for staff*
 - *Pay adjustment percentages were based on performance, additional duties, and internal equity.*

WORKFORCE DEVELOPMENT, FY 2022-23 (CONTINUED)

PROMOTE AND RETAIN A TALENTED WORKFORCE NECESSARY TO ACCOMPLISH OUR MISSION AND CUSTOMER EXPECTATIONS

- Review and update our employee compensation policy to better align with long-term goals and objectives.
 - *Updated our employee compensation policy to establish the criteria and process for adjusting compensation to reward and retain employees.*
 - *Modified our Employee Performance Management System (EPMS) policy to better align with our compensation policy and allow for a four-point rating scale.*
- Enhance training for succession planning and the development of more effective supervisory and management practices.
 - *Invited the following entities to conduct training sessions for managers and supervisors:*
 - *Office of the Inspector General to highlight issues in government practices*
 - *An employment attorney to educate managers on various personnel issues*
 - *Members of the SC Press Association to discuss enhancing media relations and FOIA from the media's perspective.*
 - *State Human Resources to provide Myers-Briggs Type Indicator assessment and training to promote team building and self-reflection.*

STRATEGIC PLANNING, FY 2022-23

CULTIVATE A PLANNING PROCESS THAT GUIDES CURRENT INITIATIVES AND ESTABLISHES A ROADMAP FOR ACHIEVING THE AGENCY'S VISION.

- Elimination of \$15 transaction fee for credit card payments and additional \$100 new account charge for Real-time Network Subscribers
 - *Eliminated both the \$15 transaction fee and the \$100 charge for new Real-time Network subscribers as part of the transition to the SC.GOV payment portal.*
- Increase hourly rate for services pursuant to Proviso 103.5 of the FY 2022-23 Appropriations Act
 - *Increased the hourly rate to \$110 per hour to cover increased costs for employee fringe benefits, information security, and other operational costs.*

OTHER MAJOR ACCOMPLISHMENTS FOR FY 2022-23

SECURITY TRAINING AND CERTIFICATIONS

INFORMATION TECHNOLOGY AND SECURITY, FY 2022-23

- In addition to the agency's annual security and privacy training for staff, the IT Director hosted a Lunch and Learn: *Security and Why We Need It!*
- An IT team member earned a GIAC Certified Windows Security Administrator certification and earned an exemplary score on his GSEC Certification Exam, resulting in a GIAC Security Essentials certification, and an invitation to join the SANS advisory board, which he accepted.
- The agency's IT Director earned the GIAC Security Leadership certification which validates her understanding of governance and technical controls focused on protecting, detecting, and responding to security issues.

Note: SANS Institute is a private organization that offers information security and cybersecurity training and certification worldwide. The Global Information Assurance Certification (GIAC), an information security certification entity that specializes in technical and practical certification and research, was founded by the SANS Institute.

INFRASTRUCTURE IMPROVEMENTS

INFORMATION TECHNOLOGY AND SECURITY, FY 2022-23

- Implemented Cisco Umbrella to meet the compliance requirement of blocking TikTok.
- Implemented advanced security rules for Virtual Private Network (VPN) and Two-factor authentication. RFA staff uses VPN to connect remotely to the agency's network. Enabling settings on all RFA laptops so they are always connected to VPN (Always-On VPN) and requiring a special offline two-factor code to authenticate to the laptop without an internet connection ensures the laptops are always protected with RFA's security tools.
- Provided a password manager to all staff which increases the agency's security by using advanced encryption to protect credentials and promoting the use of strong, randomly generated passwords.
- Upgraded our physical security system which now operates with state-issued badges and eliminates the need for a separate fob.
- Upgraded the audio/video in the conference room to better support web conferencing.

APPLICATION DEVELOPMENT ANALYTICS AND TECHNOLOGY, FY 2022-23

- In support of the Preschool Development Grant (PDG) awarded to the Department of Social Services, and in conjunction with other partners on the grant, developed the Palmetto Drive to 5 website <https://palmettodrivetofive.state.sc.us/>
 - The grant supported the establishment of the SC Early Childhood Integrated Data System (ECIDS) which includes data from the SC Integrated Data System and other early childhood programs within the state. The purpose of the ECIDS and the website is to improve data-driven decision-making.
- The ABC Quality web application was completely rewritten and redesigned to replace the original website that was built in 2007.
 - The web application is used by SC Department of Social Services workers to conduct quality reviews for childcare centers around the state as part of South Carolina’s quality rating and improvement system (QRIS) for childcare and early education.
 - The new process review gives quality assessors feedback and direction on what to focus on to move the review forward.

SC INTEGRATED DATA SYSTEM

DATA INTEGRATION AND ANALYSIS, FY 2022-23

- Presented on the research capabilities of the SC Integrated Data System and the services DIA provides to:
 - The Chief of Data Science and Emerging Methodologies in HIV Programs in the Division of Aids Research at the National Institute of Mental Health
 - Students at the University of South Carolina’s Big Data Health Science Center’s T35 Research Program. This NIH-funded program is designed specifically for master’s and pre-dissertation doctoral students in physical and/or quantitative sciences from across South Carolina and the United States.
 - Graduate students from the Health Services Policy and Management, Arnold School of Public Health, University of South Carolina.

The South Carolina Integrated Data System is leveraged by researchers and other professionals in grant applications and other funding opportunities.

SC INTEGRATED DATA SYSTEM (CONTINUED)

DATA INTEGRATION AND ANALYSIS, FY 2022-23

- In addition to fulfilling the requirements of existing contracts for services and data delivery to state agencies, responded to approximately 135 additional requests for data.
 - The requests were for datasets, data analysis, or linked data files in support of complex or ongoing research projects covering a variety of topics.
- Created reports for all SC acute care hospitals, on behalf of the SC Hospital Association, highlighting racial disparities around select health and patient safety outcomes. These reports were instrumental in advancing the work of the state’s Live Healthy SC (<https://livehealthy.sc.gov>).
- Redesigned the edit program and report for hospital and freestanding data submissions. The improved programming resulted in more efficient processing of data. The revised report clearly identifies data elements that do not meet the requirements of 99.5 percent accurate and 99 percent complete pursuant to § 44-6-170 and related regulations. Approximately 250 entities are required by law to submit data monthly to the office.

FISCAL AND BUDGET RESEARCH

FISCAL ANALYSIS DIVISION, FY 2022-23

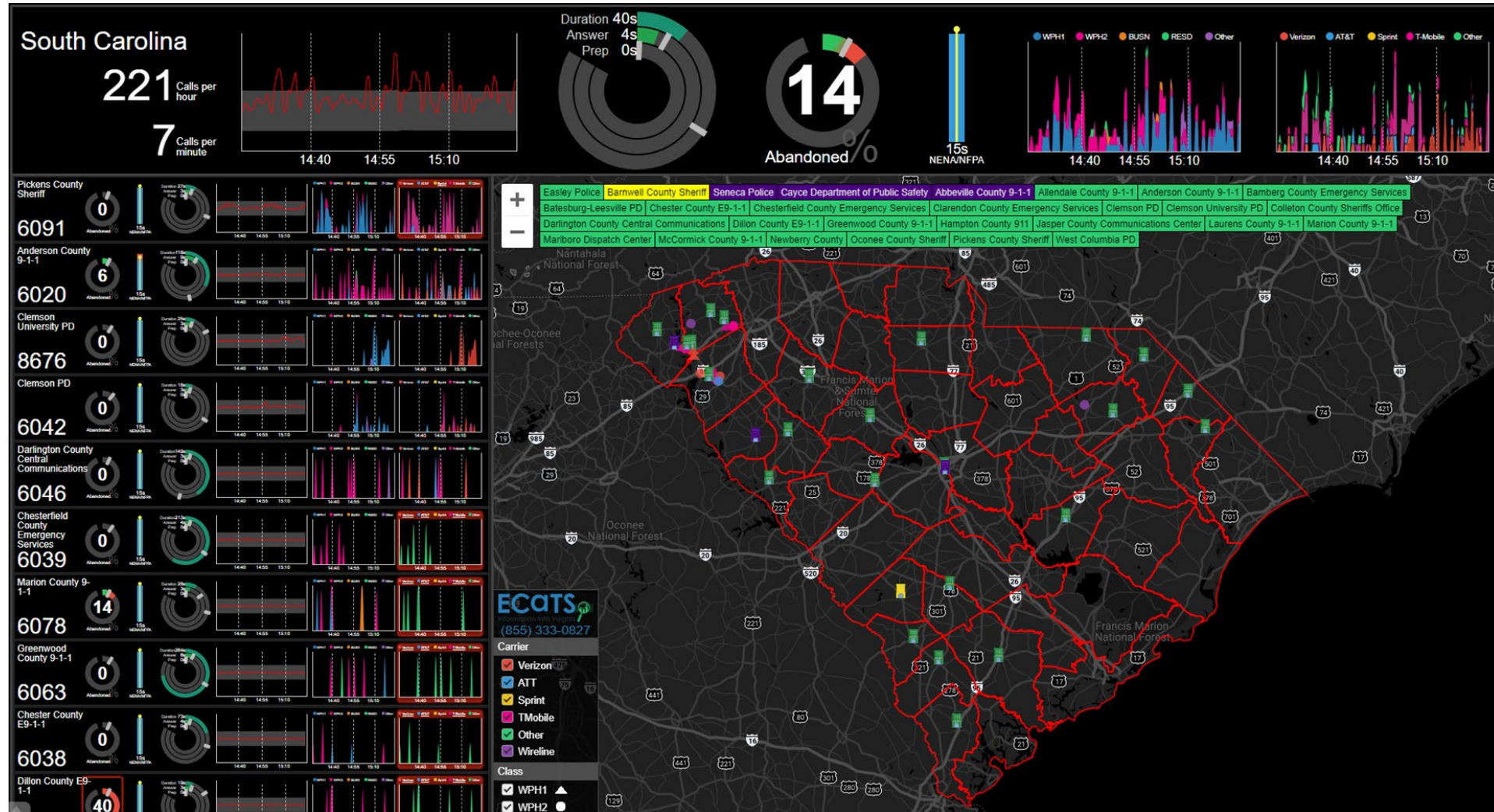
- Published a new comprehensive report of local accommodations and hospitality tax collections by county and city on the [agency website](#).
- Historical Summary Control Documents have been added to the [agency website](#) and an updated version for the current year is uploaded after each step in the process.
- Completed 445 requested fiscal analyses, 82 percent of which were completed within 14 days of the request, exceeding the goal of 75 percent.

NEXTGEN 9-1-1 TRANSITION STATE WIRELESS 9-1-1 PROGRAM, FY 2022-23

- Successfully migrated 20 Public Safety Answering Points (PSAPs) to the statewide Emergency Services Internet Protocol (IP) Network (ESInet) with NextGen 9-1-1 core services.
 - Lee County 9-1-1 Communication Center is scheduled to transition to NextGen 9-1-1 on June 27, 2023.
- The total number of PSAPs on the statewide system will be 34 by the end of the fiscal year.

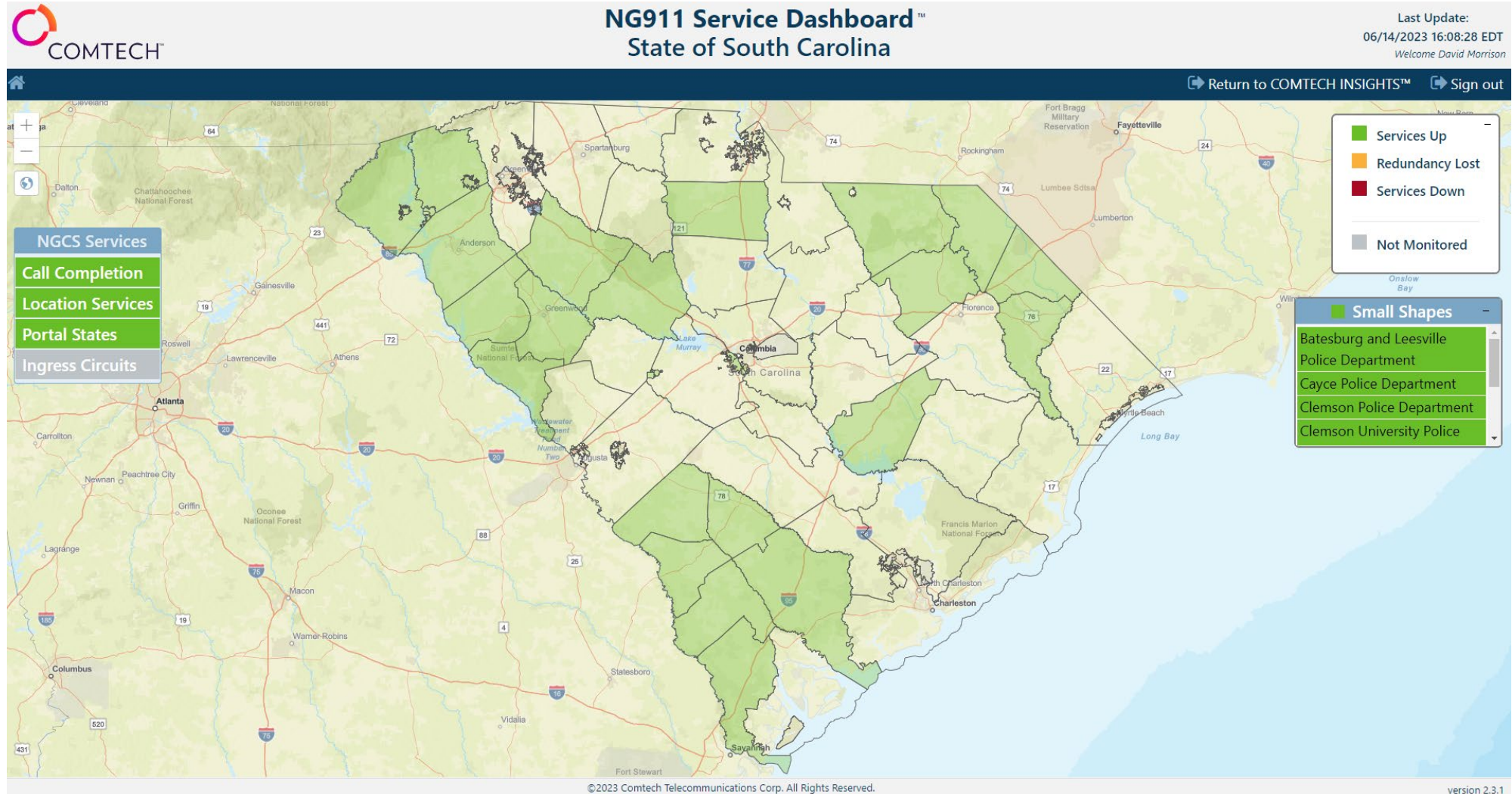
ON-LINE CALL TRACKING DASHBOARD

STATE WIRELESS 9-1-1 PROGRAM, FY 2022-23



NEXTGEN 911 SERVICE DASHBOARD

STATE WIRELESS 9-1-1 PROGRAM, FY 2022-23



COUNTY BOUNDARY PROGRAM

MAPPING AND OPERATIONS DIVISION, FY 2022-23

- The following progress was made in the clarification of county boundary segments:
 - Conducted 8 meetings with county officials and 9 public meetings.
 - 6 boundary segments have been certified and officially documented to become effective with the Secretary of State, the South Carolina Department of Archives, the register of deeds office in each of the affected counties.
 - 4 boundary segments have been certified and will become effective FY2023-24 when the appeal period of 60 days is complete, barring any appeals.

REDISTRICTING MAPPING AND OPERATIONS DIVISION, FY 2022-23

- The following efforts were put forth towards the redistricting process in FY 2022-23:
 - Continued to assist municipalities and special districts with their redistricting efforts. Staff provided 11 Benchmark Reports and 32 draft plans to municipalities.
 - Presented an overview of the redistricting process to 14 city councils.
 - Renewed the Memorandum of Understanding with the State Election Commission to revise the process for updating the statewide voter registration data to include two iterations per cycle in each July and December. RFA's role is to verify accurate voter locations. The updated process allows for a secondary analysis to verify any new voters or correct any missed records.
 - Served as technical advisors to the federal court in the trial regarding South Carolina Congressional Districts. The District Court's decision was appealed to the U.S. Supreme Court and is expected to be heard this fall.

SUMMARY OF KEY OBJECTIVES FOR FY 2023-24

CUSTOMER FOCUS, FY 2023-24

PROMOTE AN INNOVATIVE APPROACH TO DELIVERING INSIGHTFUL INFORMATION, RESOURCES, AND SOLUTIONS TO OUR CUSTOMERS

- Rollout of Education Dashboard
 - Present dashboard design to stakeholders for feedback
 - Work with agencies and school districts to improve data quality
- Expand our use of visual analytics on the external website through:
 - The enhancement of our population dashboards to include the latest census data
 - Additional dashboards utilizing other publicly available data
 - Development of mapping tools
- Assist the Department of Employment and Workforce with the establishment, collection, and maintenance of the data needed by the Office of Statewide Workforce Development Coordination to perform its duties as defined by the Statewide Education and Workforce Development Act.

CUSTOMER FOCUS, FY 2023-24 (CONTINUED)

PROMOTE AN INNOVATIVE APPROACH TO DELIVERING INSIGHTFUL INFORMATION, RESOURCES, AND SOLUTIONS TO OUR CUSTOMERS

- Verify 7 county boundary segments with the goal of verifying 80-90 percent of all SC county boundaries prior to the 2030 census.
- Facilitate the transition of 22 local 9-1-1 call centers to the national technology standard, Next Generation 9-1-1, which expands means of communication and improves system reliability.

CONTINUOUS IMPROVEMENT, FY 2023-24

FOCUS ON ENHANCING INTERNAL PROCESS EFFICIENCIES, OPTIMIZING RESOURCES, AND SECURING THE AGENCY'S IT INFRASTRUCTURE AND ASSETS.

- Evaluate vendors and implement contract for professional economic forecasting services to augment internal expertise
- Finalize plans for updating, enhancing, and relocating the agency's data center
 - Meeting with the Department of Administration on 6/22 to discuss IT plan submission instructions which starts the approval process for our proposal.
- Continued enhancement of security posture
 - Focus on DIS-200 program controls that were not included in the Audit and Assessment
 - Perform a test of data recovery from the back-up site

WORKFORCE DEVELOPMENT, FY 2023-24

PROMOTE AND RETAIN A TALENTED WORKFORCE NECESSARY TO ACCOMPLISH OUR MISSION AND CUSTOMER EXPECTATIONS

- Leadership Development/Succession Planning
 - Presentation by Legislative Audit Council on common issues identified in performance audits of state agencies and programs.
 - The State Human Resources Division will provide training on our new compensation policy and the performance evaluation process.
- Fill the agency's 71 planned positions and request two additional positions
 - Two vacancies are posted
 - Program Coordinator for the Fiscal Analysis Division
 - Research and Planning Administrator (tableau expert) for the Data Integration and Analysis Division
 - Funding for two positions will be requested in FY 2024-25, pending approval by the General Assembly, needed for our role in the Statewide Education and Workforce Development Act which created the Office of Statewide Workforce Development Coordination (SWDC) within the Department of Employment and Workforce. RFA's role is the establishment, collection, and maintenance of data needed by the SWDC to perform its duties.

STRATEGIC PLANNING, FY 2023-24

CULTIVATE A PLANNING PROCESS THAT GUIDES CURRENT INITIATIVES AND ESTABLISHES A ROADMAP FOR ACHIEVING THE AGENCY'S VISION.

- Budget planning and monitoring
 - Review the cost allocation for contracts and services to ensure workforce and budget stability.

OTHER ITEMS FOR DISCUSSION

THANK YOU

