

**REVENUE AND FISCAL AFFAIRS  
BOARD MEETING  
JUNE 16, 2022**



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

# ADOPTION OF MEETING MINUTES

# AGENCY UPDATES AND ACTIONS

# SUMMARY OF MAJOR ACCOMPLISHMENTS FOR FY 2021-22



# CUSTOMER FOCUS, FY 2021-22

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

- Received an overall customer satisfaction rating of 4.8 on a 5.0 scale on the external customer satisfaction survey, March 2022.
- Collaborated with the Governor's Office, House Ways and Means, and Senate Finance in the development of a new funding model for public education addressing the key goals of transparency, accountability, equity, and flexibility. Versions of the model were incorporated in each of the respective budget recommendations.
- Supported DHEC with the Beach Erosion Research and Monitoring (BERM) project by ensuring survey monuments on the beaches of Debidue Island, Pawleys Island, Litchfield Beach, Huntington Beach State Park, Garden City, and Surfside Beach exist and are properly located.
- Began the construction of a series of dashboards, as recommended by the House Oversight Committee, to include additional agency data into applications developed and hosted by RFA. Eight agencies are participating in these projects.

# CUSTOMER FOCUS, FY 2021-22

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- Successfully migrated ten Public Safety Answering Points (PSAPs) to the statewide Emergency Services Internet Protocol (IP) Network (ESInet) with NextGen 9-1-1 core services. The goal is to have 50% of PSAPs onboarded by the end of FY 2022-23 and 65% onboarded by the end of FY 2023-24.
- The following progress was made in the clarification of county boundary segments:
  - Completed the process for clarifying and certifying a segment of the boundary between Charleston and Colleton counties and the boundary between Kershaw and Lancaster counties.
  - Completed fieldwork, reviewed findings with county officials, and held a public meeting on the boundary segment between Saluda and Lexington counties. Certification will occur in August or September so the effective date will be after the November elections.
  - Met with county officials in Chester and York counties and in Marion and Dillion counties to begin discussions of needed clarifications.
  - To date, 19 of 42 boundary segments have been clarified.

# CUSTOMER FOCUS, FY 2021-22

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The agency's work on redistricting began in prior fiscal years but increased significantly in the fall of 2021 with the release of the 2020 census. This initiative required collaboration among multiple sections within the agency and leveraged the expertise of statisticians, GIS analysts, research analysts, legal researcher, communications staff, database administrators, and agency leadership. The delay in the release of the Census data from April to September placed an added burden and significant time constraint to complete redistricting in a timely manner for counties with filing deadlines in March of 2022.

- In preparation of the redistricting process required with the release of the decennial census data, RFA completed the following:
  - Two staff members attended redistricting training sponsored by the National Association of State Legislators
  - Created, in collaboration with the County and Municipal Association, a FAQ document on the redistricting process
  - Created a template for a benchmark report that documented the traditional redistricting principles, and provided population statistics, graphs, maps, and analysis of voting data
  - Presented on the principles of redistricting to various public and government groups
- To date, RFA has assisted 71 local governments in the redistricting process by either providing benchmark reports and/or consultation, presenting at Council meetings, and/or creating draft maps for consideration in the drawing of new districts.
- The census data was made available on [rfa.sc.gov](http://rfa.sc.gov) via reports, downloadable files, and dashboards to assist local governments.
- At the conclusion of state and county level redistricting, RFA responded to additional requests to support the election process for the legislative redistricting plans.
  - Updated maps of Voter Precincts, Congressional, House, Senate, and County Council Districts; all available for download at [rfa.sc.gov](http://rfa.sc.gov).
  - Assisted the State Election Commission with ensuring voters are assigned to the proper districts for voting.

# CONTINUOUS IMPROVEMENT, FY 2021-22

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

- Awarded a 2021 SC Notable State Documents Award, which recognizes exemplary state publications, for our recently redesigned external website.
- Began conversations with Trimble Navigation, the equipment manufacturer and software developer for the Real-time Network (RTN), to transition the hosting of the RTN to their cloud services to further minimize the risk of system outages for 1,200+ accounts.
- Transitioned from in-house human resource services to the Department of Administration's Shared Human Resource (HR) Services. This allows the agency to leverage the expertise of a larger HR department.
- Contracted with Soteria for a Virtual Chief Information Security Officer to assist the agency in the creation of a security workplan to balance priorities across IT, risk management, and business needs.
- Secured 82% of the necessary funding commitments necessary to replace one-time appropriations and to update the aerial imagery every 3 years.



# WORKFORCE DEVELOPMENT, FY 2021-22

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

- Created a GIS & Mapping Section to streamline all GIS services provided by the agency. This mapping department supports the mapping needs for all divisions of the agency creating efficiencies, collaboration, and cross-training.
- A member of the Geodetic Survey team began the process of obtaining a professional land surveyor license which requires successful completion of coursework, multiple exams, and work experience.

# STRATEGIC PLANNING, FY 2021-22

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

- Participated in an Audit and Assessment (A&A) conducted by the Department of Administration and Soteria. RFA was one of the first agencies to participate; all state agencies are required to undergo an A&A. The A&A objectives:
  - Evaluate the agency's security program documentation and key security controls
  - Provide recommendations for further alignment and improvements of the security program within the SCDIS-200 security framework

# SUMMARY OF KEY OBJECTIVES FOR FY 2022-23



# CUSTOMER FOCUS, FY 2022-23

*PROMOTES 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.
- Enhance or provide more long-term analysis and reports on key factors affecting South Carolina and its fiscal outlook.

# CONTINUOUS IMPROVEMENT, FY 2022-23

*FOCUSES 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.
- Review fiscal impacts and other reports; update as additional information becomes available and present in a clear, concise manner.

# WORKFORCE DEVELOPMENT, FY 2022-23

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- Update on Administrative and Staffing Activities
  - Our goal is to fill five vacancies including a security engineer, GIS, two economists, and a project coordinator in FY 2022-23.  
(Note: We had six new hires - three fiscal analysts, one GIS manager, one statistician, and one helpdesk technician - in FY 2021-22.)
- 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.
- Review and update our employee compensation policy to better align with long-term goals and objectives.
- Enhance training for succession planning and the development of more effective supervisory and management practices.

# 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
  - Fee is a deterrent for subscribers to pay by credit card; check payments create administrative overhead
  - Total impact of these two reductions is approximately 2% of total annual revenue
- Increase hourly rate for services pursuant to Proviso 103.5 of the FY 2021-22 Appropriations Act
  - Accounting for inflation, the \$90 hourly charge established in 2018 is \$104 in today's dollars based on CPI
  - Increased costs for fringe benefits
  - In addition, there have been increases in both physical and information security requirements and costs

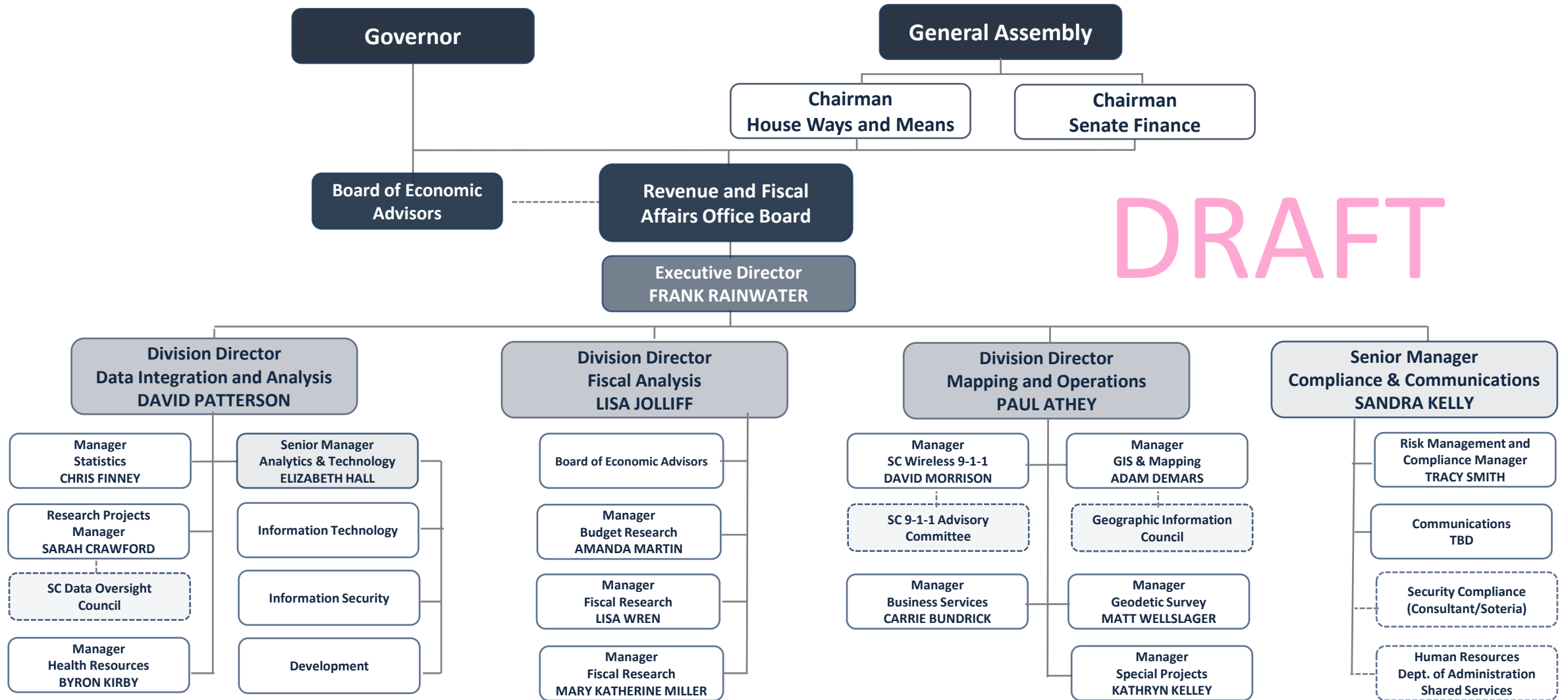
**DISCUSSION AND CONSIDERATION OF  
RFA ORGANIZATIONAL STRUCTURE  
PURSUANT TO §11-9-840**





# SOUTH CAROLINA REVENUE AND FISCAL AFFAIRS OFFICE

## MANAGEMENT ORGANIZATIONAL STRUCTURE



DRAFT

Effective July 1, 2022 (upon approval)

# OTHER ITEMS FOR DISCUSSION