



**SOUTH CAROLINA  
REVENUE AND FISCAL AFFAIRS OFFICE**

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

FRANK A. RAINWATER  
Executive Director

**RFA BOARD AGENDA  
August 25, 2016  
11:30am or Upon Adjournment of BEA Meeting  
Bowers Conference Room  
Room 417, Rembert C. Dennis Building**

- I. Welcome
- II. Adoption of Meeting Minutes for April 21, 2016
- III. Agency Matters
  - A. FY 2016 Accomplishments and FY 2017 Goals - Teams
  - B. FY 2016 Accountability Report - Stephen Gardner
  - C. FY 2017-18 Budget Plans - Diane Porter
- IV. Personnel Matter (Possible Executive Session)
  - A. Agency Head FY 2016 Evaluation and FY 2017 Planning Stages
- V. Other Business
- VI. Future Meetings
  - A. September 19, 2016 (If necessary - Members via WebEx)
  - B. October 20, 2016 at 10:30 a.m. (If necessary)
  - C. November 10, 2016 (Upon adjournment of BEA Meeting), E9-1-1 Strategic Plan
  - D. December 15, 2016 (If necessary - Members via WebEx)
  - E. 2016 Calendar at <http://rfa.sc.gov/calendar>
- VII. Adjournment

*Please note that the Agenda is subject to change.*



# **FY 2016 ACCOMPLISHMENTS AND FY 2017 GOALS**



# STRATEGIC PLANNING COMMITTEE



# Goals & Accomplishments

## FY 2015-16

- Conduct a Strength-Weaknesses-Opportunities-Threat (SWOT) Analysis for each division to identify weaknesses, opportunities, and develop recommendations.
  - Result: The managers and senior staff participated in Strategic Planning and SWOT Analysis in September 2015. The analysis highlighted the following weaknesses: 1) interdepartmental communication is lacking, 2) limited opportunities for career growth in the agency, 3) project management is not strong, and 4) employee capacity in some sections is reaching its limits. These results were shared with the teams and plans were developed to improve the agency as noted in this report.



# Goals & Accomplishments

## FY 2015-16

- Complete Strategic Planning for E911 Next Generation and begin process of implementing plan and requesting legislative changes.
  - Result: Our consultant, LR Kimball completed its study and in consultation with the SC E911 Advisory Committee, the SC E911 Advisory Committee presented a framework for transitioning SC to an NG9-1-1 environment. The details regarding the operating and fiscal model will be developed during FY 2016-17. Legislative changes will be requested for consideration in the 2017 legislative session.

# Goals & Accomplishments

## FY 2015-2016

- Continue progress on clarifying the 1,250 miles of non-navigable County Boundaries, specifically along Beaufort-Hampton-Jasper, Greenville and Laurens, and Lancaster and Kershaw Counties; meet with local officials and attend public forums as necessary. The progress is measured in terms of types of activities
  - Results:
    - a. Public Meetings – Geodetic staff attended and participated in public meetings held in Charleston and Dorchester Counties to discuss two different sections of re-established boundaries (15 and 9 miles). The SCGS is preparing letters that will be sent to property owners informing them that reference to their property was part of the survey required to re-establish that section of county boundary. The owners will have the opportunity to appeal the survey to the Administrative Law Court if they have information that could impact the survey. At this time, however, neither of the two surveys will have any adverse impact to the owners.



# Goals & Accomplishments

## FY 2015-16

- b. Reviews with local officials – SCGS staff met with county officials representing 1) Beaufort and Jasper Counties to discuss the re-established section of boundary between the counties (13.7 miles), 2) Florence and Williamsburg Counties to discuss the re-established section of boundary (12.6 miles), 3) Cherokee and Spartanburg Counties (21 miles) and is awaiting either a meeting with additional officials and/or public meetings. Efforts were also made to meet with county officials representing Cherokee and York Counties (12.5 miles) have been attempted. Plans are to try and get these meetings completed by the end of August.





# Goals & Accomplishments

## FY 2015-16

- c. Field Work - Field work has continued on the section of boundary between 1) Lancaster and Kershaw boundaries (52 miles) and was initiated along the section of boundary between 2) Abbeville and Anderson Counties (31 miles). Field work and traverse computations have been completed along the section of boundary between 3) Greenville and Laurens Counties (24 miles)



# Goals & Accomplishments

## FY 2015-16

- Assist counties in their aerial photography with planning, implementation, and assessment of quality assurance and control by providing technical requirement for RFPs, providing expert analysis of map accuracies and tonal quality of imageries.
- Continue Height Modernization projects to create accurate coordinates for geodetic control for the three of the nine remaining counties.
- Continue participation with the SC Geographic Information Council and GIS Coordinator on improving and sharing base imagery from counties for use by state agencies and reducing redundancies in mapping by agencies.
- Investigate the possibilities of creating an operational backup of the SC Real Time Network so users could still access the Real Time Network in the event the primary system failed to operate.



# Goals & Accomplishments

## FY 2015-16

- Migrate data center located at Blanding Street to space provided at SC DHHS. Migration will include hot failovers of production software applications developed and maintained by RFA.
  - Result: The data center was successfully migrated
- Develop a three-year budget planning model.
  - Result: Business Services completed a zero-based budget analysis and developed a spreadsheet to capture planned budget activity over a three-year period. This model allows the agency to readily assess its long-term needs and understand the impact of proposed changes.



# FY 2016-17 Planning – Goals and Measures (Agency)

1. Continue to work on Strategic Planning by prioritizing and implementing recommendations from SWOT Analysis.
  - Measure: The team will document and report progress on a quarterly basis. Recommendations may be implemented by the Strategic Planning team or assigned to a more appropriate team.
  
2. Develop a strategic view for improving data sharing and analysis through our website.
  - Measure: The team will provide a vision by December 2016 to the Continuous Improvement Team who will be responsible for developing strategies and timelines for the collection and dissemination of data on the public website.



# FY 2016-17 Planning - Goals and Measures (Agency)

3. Provide a system for master planning which would incorporate team goals and objectives, state mandates and enterprise objectives, and other required items into the three-year budget model.
  - Measure: The team will conduct a quarterly assessment with the other teams and managers to determine if priorities change significantly enough to require and update on the long-term budget outlook.
  
4. Identify and draft needed legislative changes.
  - Measure: The team will provide a list of legislative changes to the Board by the middle of November 2016 for consideration in the 2017 legislative session.



# FY 2016-17 Planning – Goals and Measures Section Specific

- Geodetic will continue progress on County Boundary projects.
- Continue and update items 1-4 noted on FY 2016-17 Goals and Measures.



# Goals FY 2017-18 Planning (Section Specific)

- Precinct Demographics will prepare for the 2020 Census by updating addresses for the LUCA (Local Update of Census Addresses) report.
- Prepare for the 2020 redistricting cycle with the start of the Census VTD (Voter Tabulation District) program.
- State certification of annexation and boundary changes for the U.S. Census Bureau BAS (Boundary and Annexation Survey).



# Continuous Improvement – FY16 Accomplishments

## *Agency-wide*

- Internal Communication Plan
  - Developed; received manager approval Dec 2015
- InfoSec Policies
  - Led by IT, thirteen required policies completed, uploaded to RFANet March 2016

## *Section-specific*

- Legislative Budget System
  - Implemented new system; additional updates ongoing
  - Staff were able to produce a bill at every stage of the legislative process
- Interactive District Map
  - SC residents can quickly determine their House and Senate districts
- Impact of 2015 Floods
  - Identified for Commerce 5,000 businesses impacted by the October floods
  - Businesses targeted for flood assistance.
- FY14 Local Gov't Finance Report
  - Improved the quality of the data
  - More consistent estimates





# Continuous Improvement – FY17 Goals

## *Agency-wide*

- RFA website redesign
  - Improve data sharing and analysis
- Internal communication plan rollout
  - Awareness of vision, mission, values
  - Familiarity of programs
  - Efficient and effective communication
- RFANet
  - Improve usefulness
  - Access to information
- Formal process for reviewing agency policies and procedures

## *Section-specific*

- Security and IT
  - Security awareness, training, certification
  - Business continuity plans for critical services
- Mapping and Census
  - NG9-1-1 environment
  - County boundary clarification
  - Realtime Network users
  - State coordination of aerial imagery, orthographic and oblique
  - Comprehensive statewide mapping program
- BEA/Economic Research/Budget Development
  - Revenue and expenditure estimates on fiscal impact statements from prior 2-year General Assembly
  - Workload and process regarding proviso support for General Assembly (S. 267)



# Customer Feedback / Focus

## Accomplishments FY15-16

- **Completed and presented customer satisfaction surveys**
  - General, two-section specific detailed surveys, and an internal IT benchmarking survey

## Goals FY 16-17

- **Update customer satisfaction survey for third year**
  - Review customer databases with section managers/staff for appropriateness
  - Review and address results to continue to improve customer service and products
  - Measure: An updated report will be prepared by the end of April 2017
- **In-depth services review**
  - Geodetic Survey
  - Business Services: Human Resources
- **Conduct follow-up survey for the IT section**
  - Perform comparative analysis for continuous service improvement



# Customer Feedback / Focus

## Planning FY 17-18

- **Continue Customer Satisfaction survey refinement**
- **In-depth services review**
  - Budget Development/ Board of Economic Advisors/Economic Research
  - Health and Demographics
  - Business Services (not including Human Resources)
- **Develop a process for assessing General Assembly's level of satisfaction**



# Workforce Planning Committee

## Accomplishments FY 15-16

- **Provide professional development opportunities for employees:**
  - Encouraged employees to identify training needs during EPMS process
    - ✓ Employees completed 1,023 training hours
  - Expanded agency list of training opportunities
    - ✓ Midlands Tech, IT, Microsoft and Finance added
  - Identified trade conference opportunities
    - ✓ Section specific conferences identified
  - Identified and implemented cross-training opportunities
    - ✓ EPMS's include cross-training objectives
  - Provide office-wide briefing on agency section activities
    - ✓ Quarterly newsletter implemented



# Workforce Planning Committee

## Accomplishments FY 15-16

- **Review of all positions as vacancies occur to determine agency needs:**
  - All vacant positions were reviewed for classification, compensation, and backfill needs. Out of 10 vacancies 9 were filled and 1 was eliminated
  
- **Develop a review process of employee compensation based on employee duties and performance:**
  - Encourage supervisors to complete planning stages by deadline
    - ✓ 100% of Planning Stages completed on time
  - Reviewed current EPMS process
    - ✓ Revisions to policy for FY16-17
  - Annual review with managers to determine class, compensation, and training needs
  - Database created to track and forecast compensation changes
  - Salary analysis completed on all new hire and current employee salary changes



# Workforce Planning Committee

## Goals FY 16-17

- **Develop an employee evaluation process that will align employee's performance and potential to agency's goals, objectives, and action plans:**
  - Revise EPMS policy to include success criteria and scoring system
  - Revise EPMS form and provide employee training
- **Promote communication and knowledge sharing fostered by the common focus of the strategic plan:**
  - Create an internal "RFA Section Overview" presentation
  - Develop schedules for internal training sessions, focus groups, peer exchange sessions
- **Develop an affirmative action plan to encourage and promote a diverse work environment:**
  - Expand recruiting pools and promote diverse interview panels
  - Establish methods of providing communication and education to hiring managers on the Affirmative Action Plan goals



# FY 2016 ACCOUNTABILITY REPORT



# FY 2017 BUDGET PLAN







# SC Revenue and Fiscal Affairs

**FY 2018 Budget Request**

## **Anticipated Adjustments for FY 18 Budget**

- Anticipated hires/restructuring for FY 17 annualized for FY 18 has estimated expenses 100% of current budget
- Includes potential performance increases and retiree/TERI and annual leave payouts
- Monitor and adjust plans for other contingencies such as mid-year budget reduction, additional statewide IT and Information Security mandates, additional mandates
- Official FY 18 Budget Plans would include:
  - ❖ No request for additional funding for General Fund.
  - ❖ Realignment for base pay and health insurance allocations, rebalance payroll, operating, and fringe
  - ❖ No new authorization for Other Funds
  - ❖ Request 8 New Other Funds FTES for projects (replace time-limited with revenue FTE's for increased flexibility)

## **Anticipated Proviso Changes for FY 18 Budget**

- Delete Proviso 102.3 Boundary Commission
- Request to codify Proviso 102.4 Data Warehouse
- Request to codify Proviso 102.6 Revenue for Goods and Services

**PERSONNEL MATTER -  
AGENCY HEAD EVALUATION  
(Possible Executive Session)**



# OTHER BUSINESS

