



SOUTH CAROLINA REVENUE AND FISCAL AFFAIRS OFFICE

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

FRANK A. RAINWATER
Executive Director

RFA BOARD AGENDA

June 14, 2018

**2:45pm or Upon Adjournment of BEA Meeting
Bowers Conference Room
Room 417, Rembert C. Dennis Building**

1. Welcome
2. Adoption of Meeting Minutes for April 9, 2018
3. Employee Recognition – Retirement
 - A. Diane Porter, Business Services
 - B. Les Boles, Budget Development
4. Agency Matters
 - A. Introduction – Paul Athey
 - B. FY 2017-18 Accomplishments – David Patterson
 - C. FY 2018-19 Strategic Plan – Paul Athey
 - D. Budget Status and Plan – Paul Athey
5. Other Business
6. Future Meetings

July 26, 2018, Upon Adjournment of BEA Meeting (If necessary)
August 29, 2018, Upon Adjournment of BEA Meeting (Accountability Report,
FY 2019-20 Budget Request, and Agency Head Evaluation)
2018 Calendar at <http://rfa.sc.gov/meetings>
7. Adjournment

Please note the Agenda is subject to change.

SOUTH CAROLINA REVENUE AND FISCAL AFFAIRS OFFICE



ACCOMPLISHMENTS, GOALS, AND PLANNING

June 14, 2018

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



Core Values

Integrity

Service

Excellence

Innovation



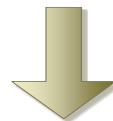
Roadmap to Strategic Planning



Mission
(defines who we are)



Vision
(directs where we want to go)



Four Pillars of the Agency's Vision

Goal
(strategic planning)

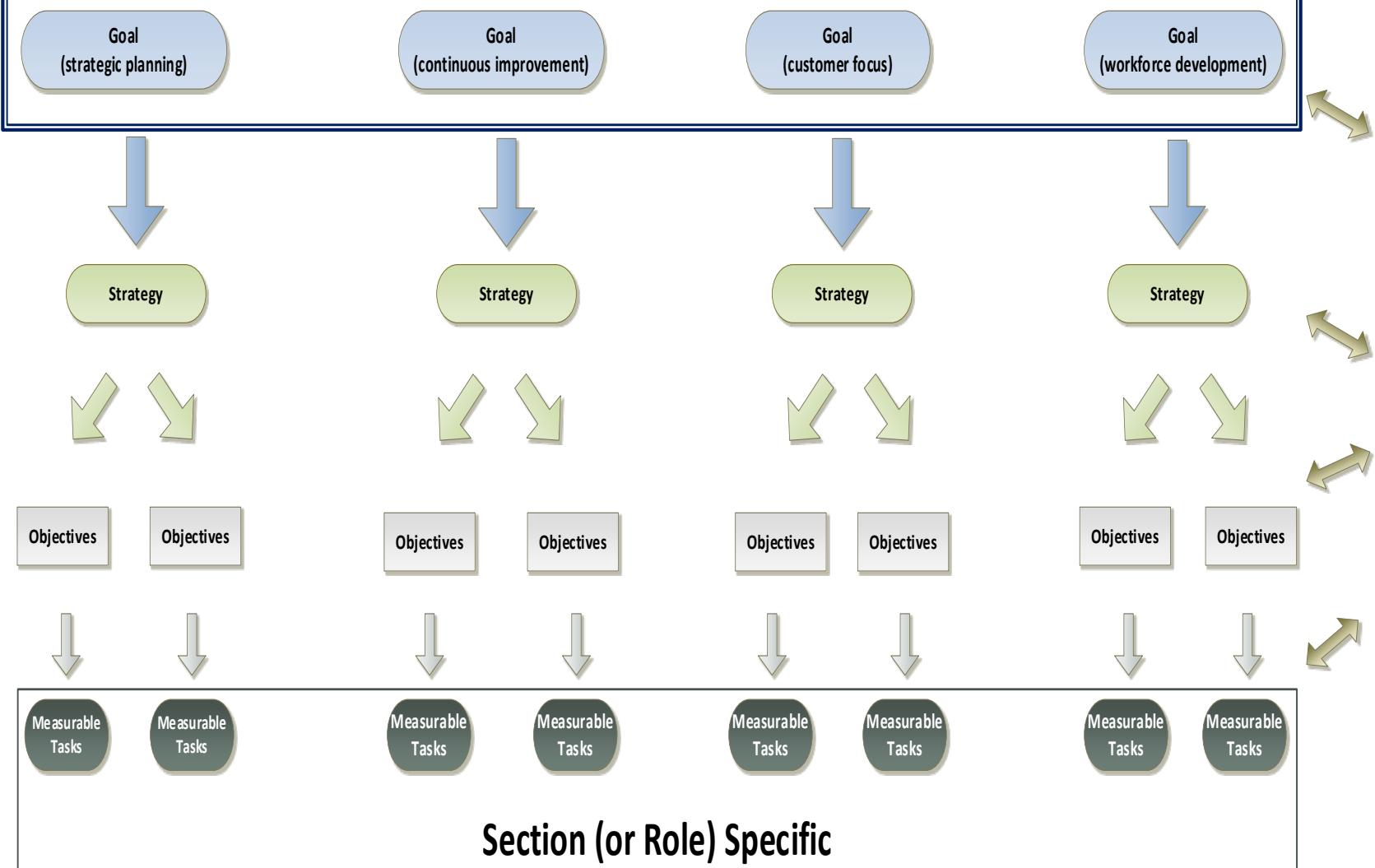
Goal
(continuous improvement)

Goal
(customer focus)

Goal
(workforce development)



Four Pillars of the Agency's Vision



FY 2017–18 Accomplishments

Strategic Planning

- Successfully implemented a Disaster Recovery Plan approved by the Department of Technology Operations
 - Significantly enhanced the capabilities of our current IT infrastructure with upgraded equipment
 - Transferred existing equipment to a secure location in Spartanburg to provide backup services for all data and systems



FY 2017 – 18 Accomplishments

Strategic Planning

- Under the direction of the IT Steering Committee, prioritized initiatives and implemented tracking measures for technical security improvements in compliance with industry standards
 - The Information Security Council is charged with maintaining inventory classifications of data and user access
 - The Technical Workgroup is charged with providing recommendations for balancing security concerns with business operational needs



FY 2017 – 18 Accomplishments

Strategic Planning

- Through collaborative partnerships, conducted research related to health and socio-economic issues

Education to Workforce Data System:

- Outlined initial planning activities, conducted preliminary meetings, and assisted with a proviso authorizing data collection in order to establish and manage a childhood to adult data system connecting education policy to workforce development
- Appropriated \$197,670 and (2) FTEs



FY 2017–18 Accomplishments

Strategic Planning

- The South Carolina Health Information Exchange (SCHIEx) received Direct Trust accreditation through the Electronic Healthcare Network Accreditation Commission (EHNAC)
 - Direct Trust is a nationally recognized framework for the exchange of electronic health information. Certification assures trust in privacy and security practices among exchange participants, helping to expand the breadth and depth of information exchange
 - Staff from Health and Demographics and IT worked together to complete EHNAC's Direct Trust Agent Accreditation Program (DTAAP), which consists of a self-assessment of over one hundred performance criteria and a site visit



FY 2017 – 18 Accomplishments

Strategic Planning

- Reviewed Accountability Report with all managers and supervisors in May to bring awareness of agency goals and objectives and communicate that each staff member has a role in our success
- Executive Director and Division Directors held small group meetings with all staff to reinforce communication of the strategic plan throughout the agency
- Conducted an up-to-date SWOT analysis to incorporate organizational and demographic changes since the last version



FY 2017–18 Accomplishments

Continuous Improvement

- Continued efforts to provide the most current demographic information by updating district mapping and Census data
 - Prepared five precinct bills and one redistricting bill for introduction to resolve voter registration issues in anticipation of upcoming elections
 - Prepared one bill concerning school redistricting related to boundary resolutions



FY 2017 – 18 Accomplishments

Continuous Improvement

- Expanded knowledge share through documentation of processes and references materials
 - Developed subject matter experts by creating training modules focused on new employees
 - Developed desk reference materials for 22 of the 102 state agencies



FY 2017–18 Accomplishments

Continuous Improvement

- Increased mapping accuracy through statewide imagery, boundary clarification, and GIS coordination
 - Upgraded the Real Time Network (RTN) with expanded access to satellite constellations
 - Increased the number of customers (construction industry) utilizing RTN by 10%
 - Continued work on the statewide height modernization campaign to ensure geospatial accuracy. To date, RFA has completed 40 of the 46 counties



FY 2017 – 18 Accomplishments

Customer Focus

- Designed, modified and implemented four customer satisfaction surveys with overall ratings on a 5 point scale:
 - Agency-wide - 4.64
 - Business Services - 3.67
 - General Assembly - 4.54
 - Health and Demographics - 4.71



FY 2017 – 18 Accomplishments

Customer Focus

- Supported General Assembly in making informed decisions by providing accurate information during the legislative session
 - Provided 404 responses to fiscal impact statement requests or advisory letters for the fiscal year as of May 1
 - Assisted the legislature with the development of the annual General Appropriations Act by requested deadline and without errors



FY 2017 – 18 Accomplishments

Customer Focus

- Fulfilled 214 data requests for 123 distinct entities in addition to contractual obligations as of May 1
- Asked to participate in new committees, including:
 - Opioid Emergency Response Team (OERT)
 - Created by Executive Order of the Governor
 - DAODAS requested that RFA participate in the data management and analysis team
 - SC Behavioral Health Coalition
 - Comprised of an alliance of public and private entities committed to improving the mental health and well-being of everyone in SC
 - RFA participates in the full coalition and data subcommittee



FY 2017 – 18 Accomplishments

Workforce Development

- Continued to monitor the new employee performance policy and form for effectiveness
- Created a “Peer Exchange” which is held quarterly; this is an opportunity for staff to share a work-related topic or a personal topic
- Converted 7.5 time limited staff to FTEs per Proviso 117.14 to better align resources with contracts
- Completed analysis of agency staffing to determine mission critical positions



FY 2017 – 18 Accomplishments

Workforce Development

- Reviewed state employee classification system to identify opportunities for growth to meet the agency's needs
 - A compensation strategy is being developed through the strategic planning process
 - Reviewed the use of internal titles in order to create advancement opportunities and to aid in recruiting efforts as position are vacated



FY 2017 – 18 Accountability Report

G	1	Maintaining Safety, Integrity and Security	Strategically develop an adaptive, secure environment that fosters the delivery of innovative, effective, and efficient customer services and information
S	1.1		Ensure financial stability and sufficient resources to provide essential services
O	1.1.1		<i>Align future initiatives with agency mission, state mandates, and enterprise objectives</i>
O	1.1.2		<i>Incorporate master planning with resource needs into a three year budget forecasting model</i>
O	1.1.3		<i>Promote stakeholder investment in master planning through budget transparency and fiscal accountability</i>
S	1.2		Evaluate and mitigate potential risks to the agency's processes and infrastructure
O	1.2.1		<i>Monitor and update technical policies, procedures, and processes to align with compliance standards</i>
O	1.2.2		<i>Improve and update current technology to maximize system, software, and hardware performance</i>
O	1.2.3		<i>Secure and protect the integrity of the agency's assets</i>
O	1.2.4		<i>Develop, implement, and maintain emergency/disaster preparedness for the agency</i>
S	1.3		Cultivate a planning process that steers current initiatives and anticipates future commitments
O	1.3.1		<i>Continuously assess internal/external environments to prioritize and update goals accordingly</i>
O	1.3.2		<i>Coordinate short term and long term efforts to fulfill statutory requirements</i>
G	2	Government and Citizens	Continuously improve agency processes, services, and resources to effectively meet customer needs
S	2.1		Provide Research and Resources to Facilitate Informed Decisions and Administration of Services
O	2.1.1		<i>Streamline data request and delivery processes for customers and RFA staff</i>
O	2.1.2		<i>Expand knowledge share through documentation of processes and references materials</i>
O	2.1.3		<i>Continually monitor ways to streamline report preparation processes</i>
S	2.2		Enhance services by utilizing leading edge technology and modernized geospatial information
O	2.2.1		<i>Modernize technology to provide advanced communications for emergency management services</i>
O	2.2.2		<i>Increase mapping accuracy through statewide imagery, boundary clarification, and GIS coordination</i>
O	2.2.3		<i>Provide the most current demographic information by updating district mapping and census data</i>
S	2.3		Optimize organizational success by evaluating and improving internal tools and processes
O	2.3.1		<i>Revamp agency's RFAnet for design and functionality improvements and document management utilization</i>
O	2.3.2		<i>Expand means of generating customer feedback to identify areas of improvement in service delivery</i>
O	2.3.3		<i>Improve collaboration in the evaluation and review process of master service agreements</i>



FY 2017 – 18 Accountability Report

G	3	Government and Citizens	Deliver innovative, effective, and efficient customer services and information
S	3.1		Provide accurate information to promote informed decision-making
O	3.1.1		<i>Provide continuous economic forecasting to aid in legislative policy decisions</i>
O	3.1.2		<i>Support policy makers with accurate analysis regarding the fiscal impact of proposed legislation</i>
O	3.1.3		<i>Utilize statistical analysis to measure and evaluate links between policies and outcomes</i>
O	3.1.4		<i>Enhance the development process for reports and other deliverables</i>
S	3.2		Enhance public well-being and infrastructure by delivering efficient and cost effective support services
O	3.2.1		<i>Assist local jurisdictions with technological improvements for coordinating emergency services</i>
O	3.2.2		<i>Support infrastructure development and improvement through geospatial precision</i>
O	3.2.3		<i>Continually monitor and update political and social landscapes</i>
O	3.2.4		<i>Form and maintain collaborative partnerships to carry out research related to health and socio-economic issues</i>
G	4	Education, Training, and Human Development	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
O	4.1.1		<i>Ensure the evaluation process facilitates communication of expectations and performance</i>
O	4.1.2		<i>Utilize employee feedback to promote team dynamics and relationship building</i>
S	4.2		Ensure continuous customer service through proactive succession planning
O	4.2.1		<i>Identify mission critical positions and integral job tasks</i>
S	4.3		Identify training and development needs to address critical job duties and professional development
O	4.3.1		<i>Training options are assessed and included in fiscal budget</i>
O	4.3.2		<i>Develop new training and cross-training plans</i>
O	4.3.3		<i>Review classification system to determine structured compensation strategy and defined career paths</i>
O	4.3.4		<i>Promote subject matter expertise through training and development opportunities</i>



FY 2018–19 Goals

1. Strategically develop a more adaptive, secure environment that fosters the delivery of innovative, effective, and efficient customer services and information

Strategies:

- Ensure financial stability and sufficient resources to provide essential services
- Evaluate and mitigate potential risks to the agency's processes and infrastructure
- Cultivate a planning process that steers current initiatives and anticipates future commitments



FY 2018–19 Goals

2. Continuously improve agency processes, services, and resources to effectively meet customer needs

Strategies:

- Expand research and resources to facilitate informed decisions and administration of services
- Enhance services by utilizing leading edge technology and modernized geospatial information
- Optimize organizational success by evaluating and improving internal tools and processes



FY 2018–19 Goals

3. Deliver innovative, effective, and efficient customer services and information

Strategies:

- Provide accurate information to promote informed decision-making
- Enhance public well-being and infrastructure by delivering efficient and cost-effective support services



FY 2018–19 Goals

4. Promote a collaborative work environment through the development of an effective workforce

Strategies:

- Maintain an effective employee evaluation system that aligns with the agency's strategic plan
- Ensure continuous customer service through proactive succession planning
- Identify training and development needs to address critical job duties and professional development



FY 2019 – 20 Planning

- Initiate review and audit of E-911 fees and reimbursements
- Begin NG-911 conversion
- Full implementation of “Education to Workforce” data system
- Final submission of precinct modifications prior to election
- Decennial Census in April, 2020
- Website redevelopment
- Infrastructure investment



3-YEAR BUDGET MODEL

Additional Considerations:

1. Strategic Plan
2. Forecasts – General Funds
3. Cost Distribution
4. Staff Levels
5. Forecasts – Revenue Funds
6. Strategic Utilization – Carry Forward Funds

BUDGETING PRINCIPLES

- No requests for additional funding or authorization
- Investments in staff through reallocation of resources from retirements/replacements
- Sufficient reserves for capital planning and infrastructure needs
- Prioritization of resources centered on customer expectations

GENERAL FUND 3-YEAR BUDGET

Considerations

- Determining appropriate reallocation of resources from retirements/replacements to existing staff
- 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



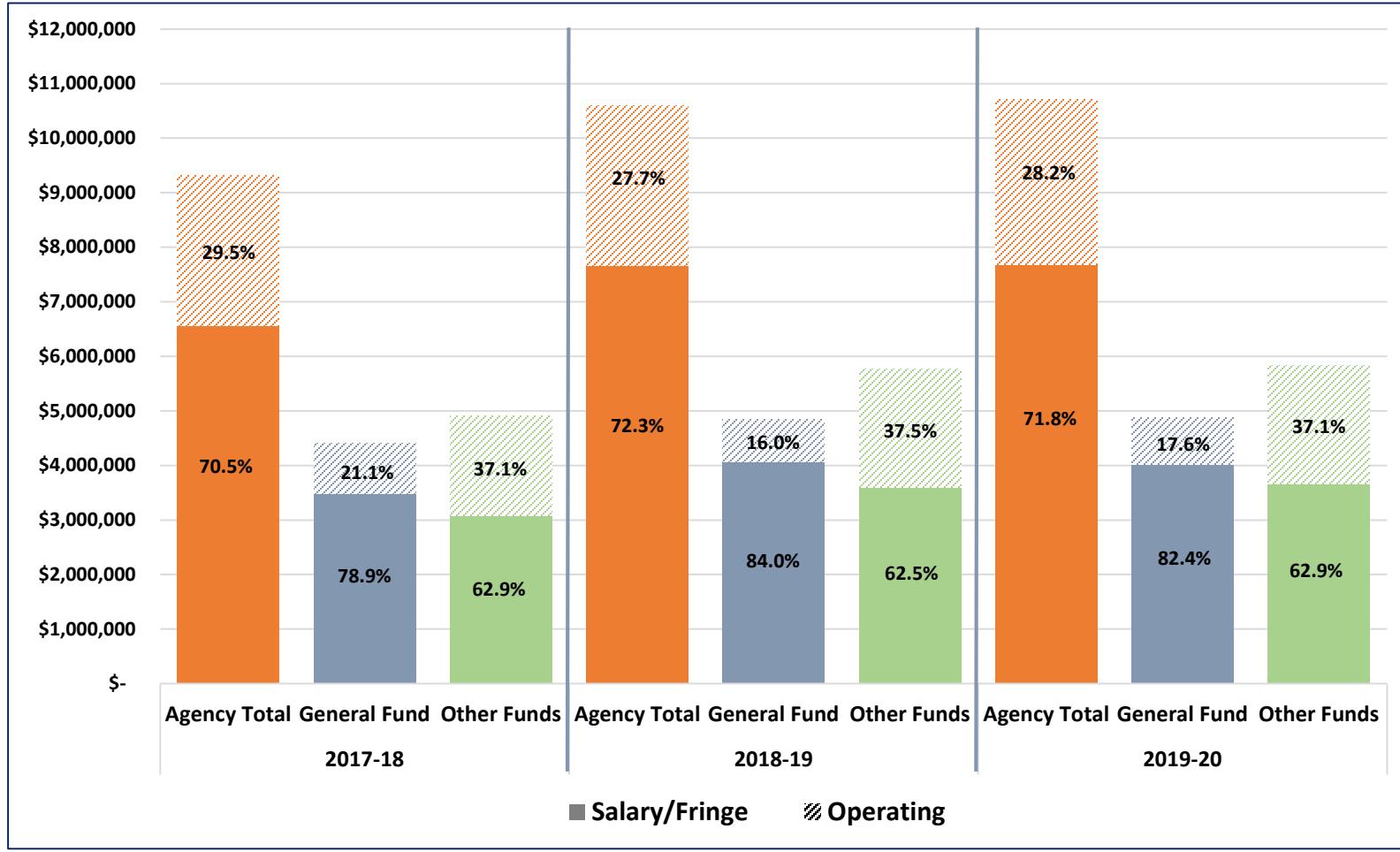
GENERAL FUND 3-YEAR BUDGET

	2017-18	2018-19*	2019-20*
Appropriations	4,896,213	4,758,221	5,055,538
Employer Contribution Increase	44,517	27,600	
Legislative Adjustments	-111,057	269,717	
TOTAL APPROPRIATIONS	4,829,673	5,055,538	5,055,538
Salary/Fringe	3,479,790	4,070,863	4,022,470
Operating	931,986	773,168	859,636
TOTAL EXPENDITURES	4,411,776	4,844,031	4,882,106
Residual (Carry Forward)	417,897*	211,507	173,432

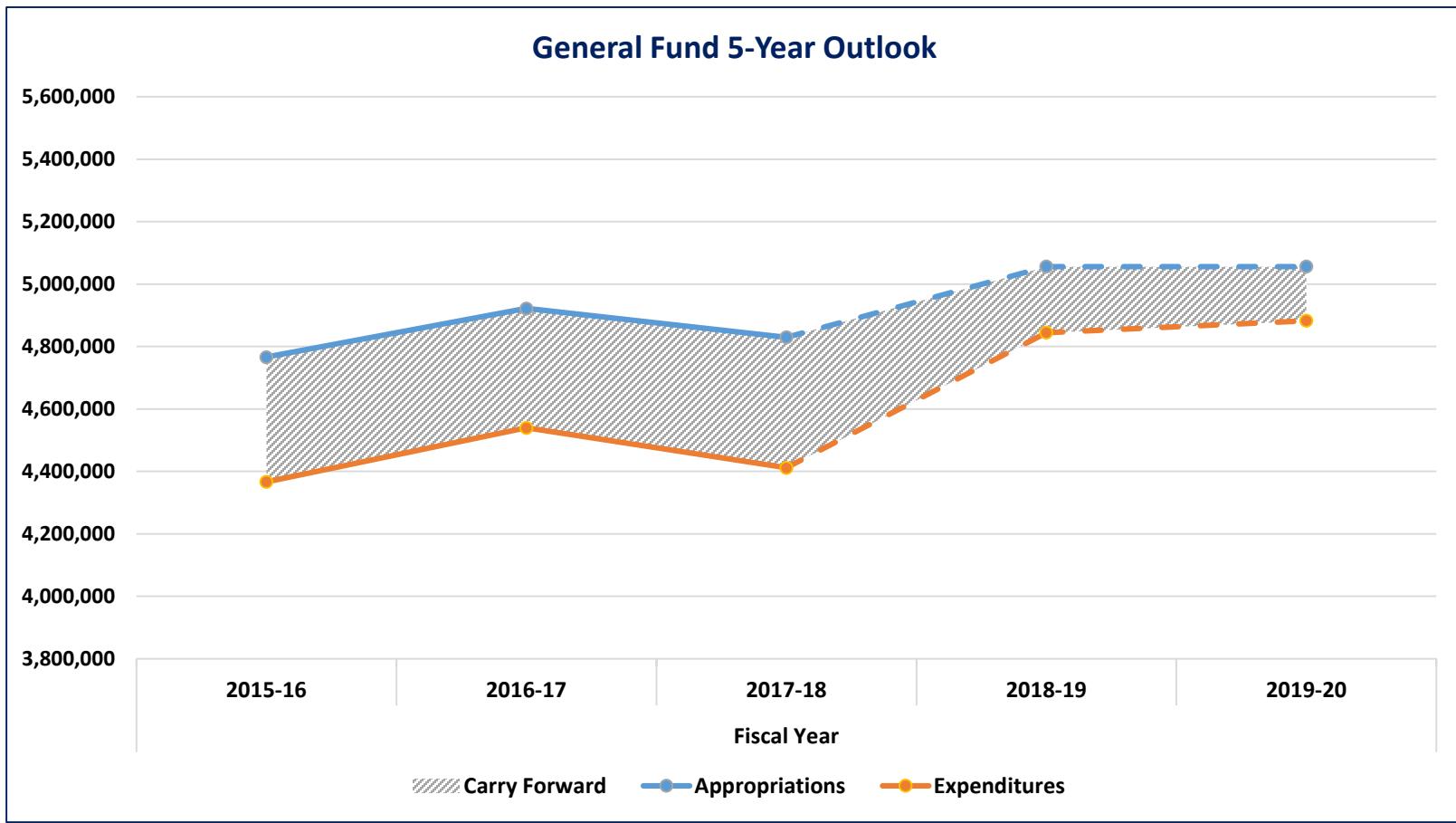
*Projected



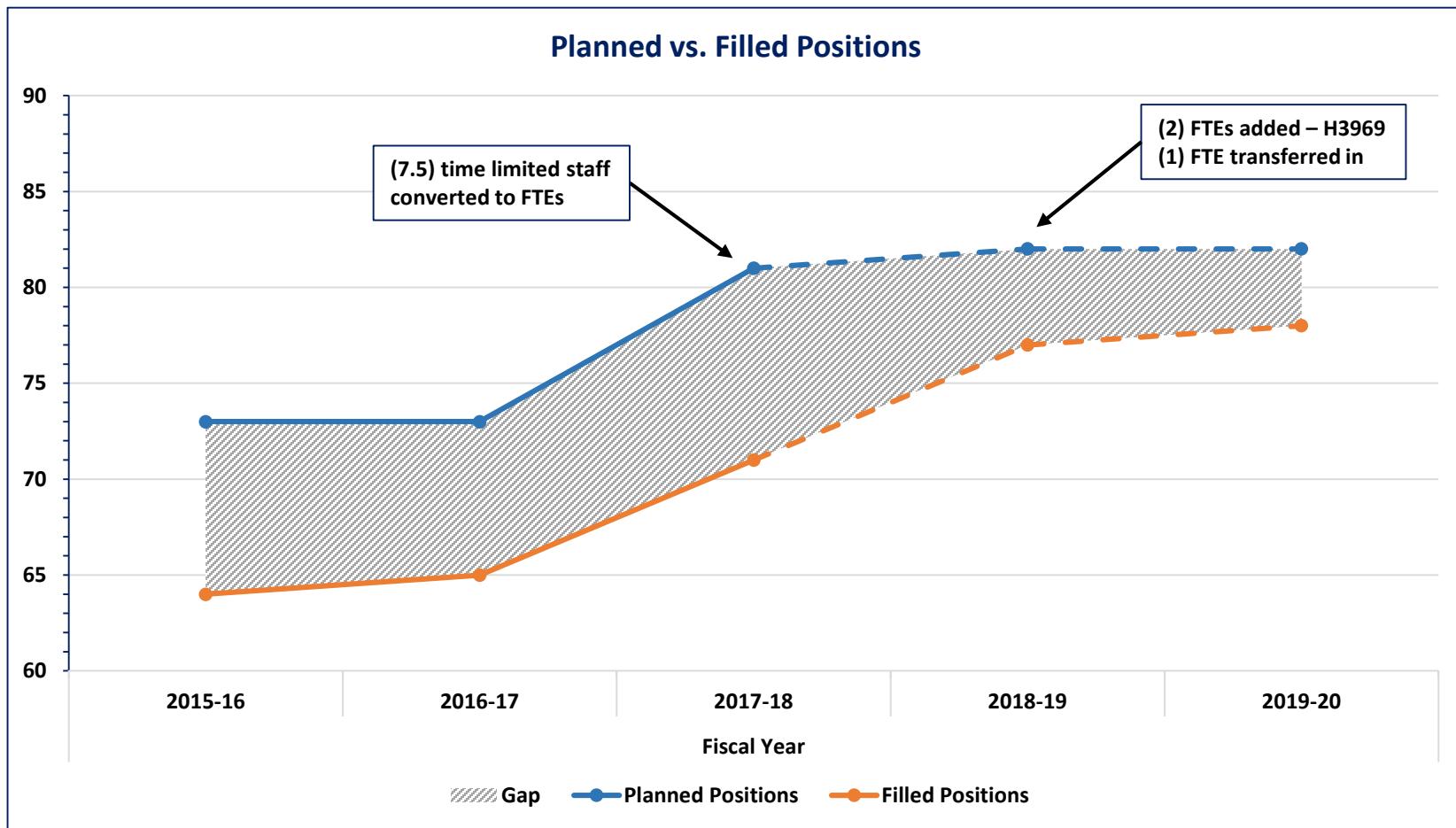
3-YEAR EXPENDITURE BREAKDOWN



GENERAL FUND TREND WITH FORECAST



STAFF LEVEL



OTHER FUND 3-YEAR BUDGET

Considerations

- Determining appropriate reallocation of resources from retirements/replacements to existing staff
- Maintaining capacity to absorb projected increases to employer contributions (health benefits, pension costs)
- 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

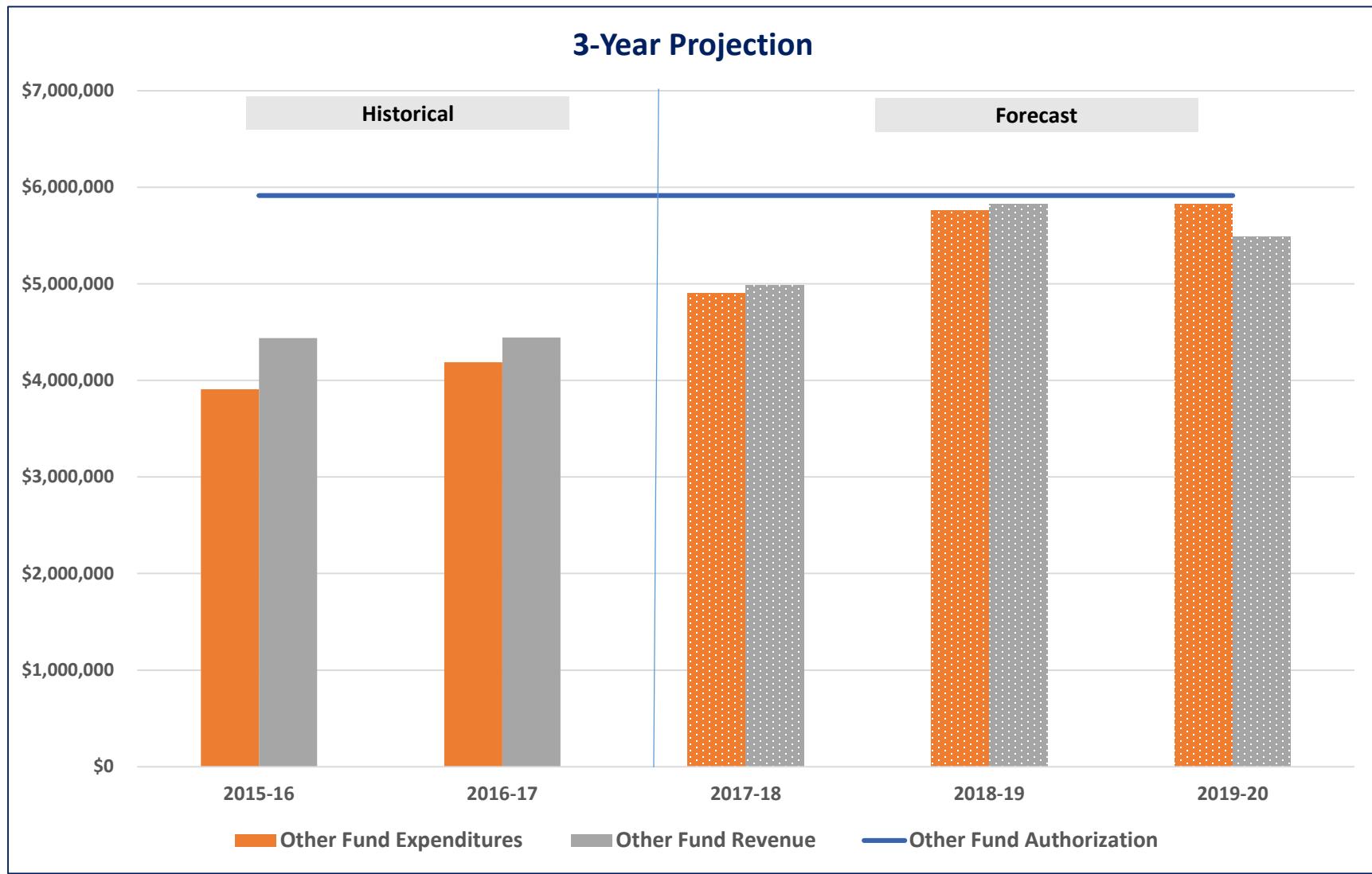


OTHER FUND 3-YEAR BUDGET

	2017-18	2018-19	2019-20
DHHS (multiple contracts)	2,749,599	3,484,911	3,118,418
E911	605,418	700,555	714,566
VRS	484,782	472,177	487,403
ADHOC (H&D)	425,000	450,000	450,000
DSS	327,522	327,100	327,100
SCHIP	100,000	100,000	100,000
PEBA	89,000	89,000	89,000
First Steps	83,630	83,630	83,630
SCDE	79,200	79,200	79,200
DMV	20,000	20,000	20,000
Geodetic other	20,000	20,000	20,000
TOTAL REVENUE	4,984,151	5,826,573	5,489,317
Salary/Fringe	3,083,452	3,596,961	3,664,485
Operating	1,820,859	2,161,744	2,161,744
TOTAL EXPENDITURES	4,904,311	5,758,705	5,826,229
Residual	79,840	67,868	-336,912



OTHER FUND TREND WITH FORECAST



CARRY FORWARD - GENERAL FUNDS

FY 2017-18 - \$417,897*

Anticipated Utilization of Funds:

- Website Development
- Investments in Infrastructure
 - equipment, software, system upgrades
- Investments in Human Resources
 - training and development
- Investments in Facilities
 - minor renovations

* Projected



BALANCE FORWARD – OTHER FUNDS

as of 5/28/2018

1. E911: \$2,633,268

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

2. VRS: \$1,363,108

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

3. H&D: \$1,208,589

- Funding Source – service revenue
- Utilization – salaries, investments in IT infrastructure; reserve funding



Thank you!

**SOUTH CAROLINA
REVENUE AND FISCAL AFFAIRS OFFICE**

