AGENCY NAME:	Revenue and Fiscal Affairs Office		
AGENCY CODE:	E50	SECTION:	102

Fiscal Year 2014-15
Accountability Report
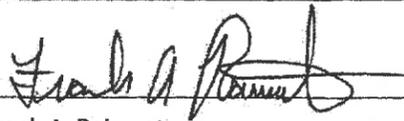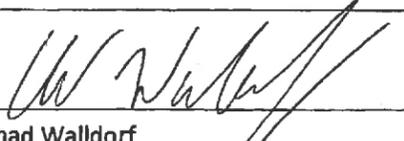
SUBMISSION FORM

AGENCY MISSION

"To provide independent research, analysis, and resources to the executive and legislative branches of state government, local government officials, and the private sector to facilitate informed policy decisions and administration of services"

Please identify your agency's preferred contacts for this year's accountability report.

	Name	*Phone*	*Email*
PRIMARY CONTACT:	Diane Porter	734.3802	Diane.Porter@rfa.sc.gov
SECONDARY CONTACT:	Rachael Fulmer	734.2266	Rachael.Fulmer@rfa.sc.gov

I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (*SIGN/DATE*):	
(*TYPE/PRINT NAME*):	Frank A. Rainwater

BOARD/CMSN CHAIR (*SIGN/DATE*):	
(*TYPE/PRINT NAME*):	Chad Walldorf

A-1

AGENCY NAME:	Revenue and Fiscal Affairs Office		
AGENCY CODE:	E50	SECTION:	102

AGENCY'S DISCUSSION AND ANALYSIS

THE REVENUE AND FISCAL AFFAIRS OFFICE (RFA) WAS NEWLY CREATED FOR FISCAL YEAR 2014-2015 IN RESPONSE TO THE SC RESTRUCTURING ACT OF 2014. THE STAFF SUCCESSFULLY MERGED THE FINANCIAL OPERATIONS, INFORMATION TECHNOLOGY, AND STAFF OF THREE SEPARATE DIVISIONS OF THE BUDGET AND CONTROL BOARD INTO ONE SYSTEM AND UPDATED POLICIES AND PROCEDURES TO REFLECT THE NEW AGENCY.

BELOW IS THE CURRENT AGENCY STRUCTURE:

REVENUE AND FISCAL AFFAIRS OFFICE
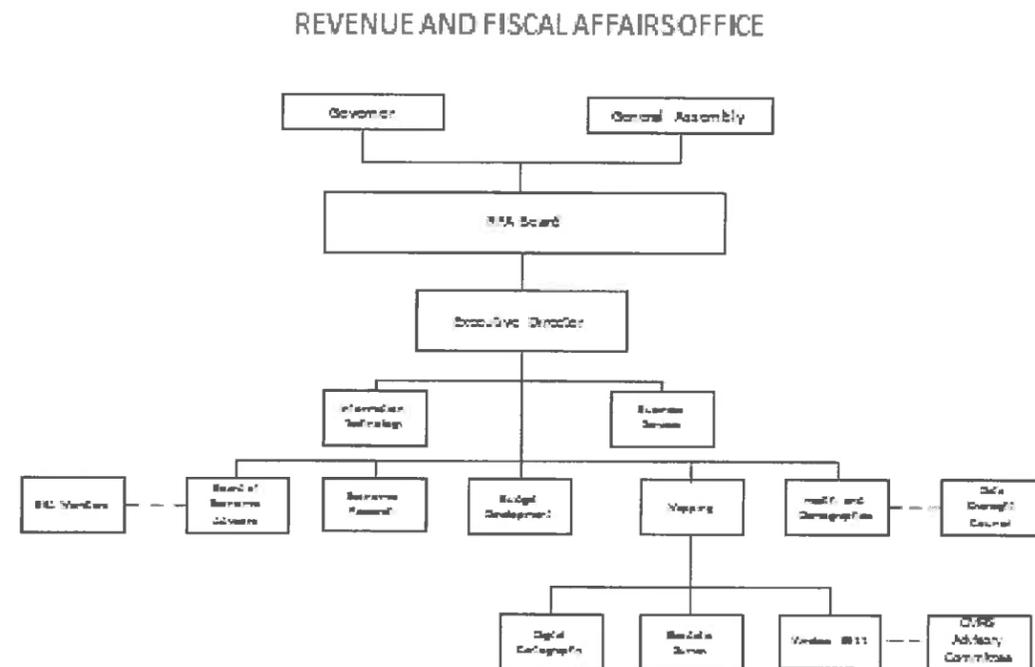
IN ADDITION, THE STAFF CREATED A NEW MISSION STATEMENT AND STRATEGIC PLAN TO INCLUDE GOALS SUCH AS CUSTOMER FOCUS, CONTINUOUS IMPROVEMENT, AND WORKFORCE DEVELOPMENT. THE STRATEGIC PLAN WAS DEVELOPED BASED ON INPUT FROM THE STAFF, BOARD MEMBERS, KEY STAKEHOLDERS, AND OTHERS TO ADDRESS HOW THE AGENCY'S MISSION WILL BE ACCOMPLISHED IN THE NEXT THREE TO FIVE YEARS.

CUSTOMER FOCUS INCLUDES THE CUSTOMER REQUIREMENTS, NEEDS, AND EXPECTATIONS. WITH AN AGENCY SO DIVERSE IN ITS PROGRAMS, IT WAS IMPORTANT TO IDENTIFY KEY CUSTOMERS BASED UPON STATUTORY, CONTRACTUAL, OR OTHER RELATIONSHIPS AND TO GAIN FEEDBACK FROM THOSE CUSTOMERS ON HOW WE ARE RESPONDING AND THE QUALITY OF SERVICE WE ARE PROVIDING. THE AGENCY WILL CONTINUE TO MONITOR AND EVALUATE CUSTOMER FEEDBACK.

AGENCY NAME:	Revenue and Fiscal Affairs Office		
AGENCY CODE:	E50	SECTION:	102

CONTINUOUS IMPROVEMENT WAS AN IMPORTANT GOAL RECOGNIZED BY STAFF TO ENSURE PROGRAMS PUT IN PLACE ARE ACCURATE, USEFUL, AND UNDERSTANDABLE. THE AGENCY WILL CONTINUE TO MEASURE AND EVALUATE PROGRAM EFFECTIVENESS AND IDENTIFY OPPORTUNITIES FOR IMPROVEMENT. THIS WILL ENSURE THAT SERVICES AND REPORTS ARE IN COMPLIANCE WITH FEDERAL AND STATE LAWS AND ARE RESPONSIVE TO CUSTOMER NEEDS.

THE AGENCY STAFF IDENTIFIED WORKFORCE DEVELOPMENT AS AN IMPORTANT GOAL FOR THE STRATEGIC PLAN. THE AGENCY STRIVES TO ACHIEVE AND MAINTAIN A DIVERSE, PROFESSIONAL STAFF AT COMPETITIVE SALARIES AND ENSURE EMPLOYEES AND THEIR CONTRIBUTIONS ARE VALUED AND RECOGNIZED. ENSURING THAT APPROPRIATE POLICIES AND PROCEDURES ARE IN PLACE, WORKFORCE PLANNING AND RECOGNITION, AND TRAINING ARE INSTRUMENTAL TO THE SUCCESS OF A NEW AGENCY.

IN FISCAL YEAR 2015-2016, STAFF WILL CONTINUE TO WORK WITH THESE GOALS AND IDENTIFY MORE OPPORTUNITY TO IMPROVE SERVICES AND REDUCE COSTS THROUGH COLLABORATION EFFORTS BETWEEN PROGRAMS. STAFF IS PERFORMING AN AGENCY SWOT ANALYSIS TO HELP IDENTIFY AREAS OF IMPROVEMENT. IN ADDITION, STAFF WILL EVALUATE PERFORMANCE MEASURES FOR EFFECTIVENESS AND USEFULNESS.

| Agency Name: | SC Revenue & Fiscal Affairs | | |
| Agency Code: | E50 | Section: | 102-0001 |

Program/Title	Purpose	FY 2013-14 Expenditures				FY 2014-15 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administration	Provide leadership for the agency (including BEA and RFA Board)	$ -	$ -	$ -	$ -	$ 162,583	$ -	$ -	$ 162,583	
II. Program Services	Each Program within Revenue and Fiscal Affairs have diverse responsibilities in gathering, researching, maintaining, and providing independent and professional analysis, information, and reports to state and local officials regarding demographic, economic, redistricting, financial, geodetic, health, and other data in developing public policy, fiscal stability, and effective administration of programs.	$ -	$ -	$ -	$ -	$ 3,648,603	$ 3,120,850	$ 87,265	$ 6,856,718	
III. Employee Benefits					$ -	$ 869,583	$ 632,448	$ 29,851	$ 1,531,882	

Type	Goal	Item # Strat	Object	Description
G	1			Continuous Improvement
S		1.1		In order to achieve the agency's mission and fulfill our vision, our office must continually engage in a review and improve agency performance
O			1.1.1	Organized a Continuous Improvement Team to identify key issues
S		1.2		Addressed statewide information security requirements, Provisos 117.113 and 101.32
O			1.2.1	Identified roles and responsibilities required for InfoSec Policy
O			1.2.2	Completed a gap analysis and developed an implementation plan for each of the thirteen InfoSec policies
O			1.2.3	Identified critical programs for inclusion in the State's Disaster Recovery Plan
O			1.2.4	Identified IT assets, personnel, budgets, and recurring costs for State planning
S		1.3		Identified and reviewed 180 statutues relating to the new agency
O			1.3.1	Reviewed all references to RFA and provided recommendations on admistrative name changes to the Code Commissioner as provided in Act 121 of 2014
O			1.3.2	Identified eighteen statutes requiring substantive legislative changes; changes were approved in the Senate in S. 563, which currently resides in House Judiciary
S		1.4		Developed a new fiscal impact process after reviewing the prior output and process of the Board of Economic Advisors, Office of Economic Research, and State Budget Division
O			1.4.1	Streamlined the form and included a summary table
O			1.4.2	Created a new input template to improve expenditure and revenue analysts' efficiency
S		1.5		Created a new procedure for producing final fiscal impact statements on the seventy-eight bills that were enacted or ratified during the 2015 General Assembly
S		1.6		Produced 375 fiscal impact statements and 181 other information requests for the General Assembly
O			1.6.1	Completed 72% of impacts within a fourteen day turnaround
S		1.7		Developed a new Sales Order system to enable check and credit card billing by RFA through a shared software application
O			1.7.1	Assignment of a sequential number to each transaction for audit support
O			1.7.2	Ability to attach project related documents
O			1.7.2	Ability to track and report on customer base
S		1.8		Began development of a new legislative budget system using in-house staff and resources from Budget Development and Health and Demographics to facilitate RFA's legislative budget support mandates
O			1.8.1	Replaces an inflexible and obsolete mainframe system that will be decommissioned in FY 2015-16
O			1.8.2	Provides alignment with SCEIS modules and workflow used by the Executive Budget Office, while avoiding reporting and output gaps that makes SCEIS unsuitable for budget development use by the General Assembly
O			1.8.3	Enhances support for flexible reporting and the incorporation of legislative "decision packages"
O			1.8.4	In-house development team will provide agile development and customization cycles with associated low cost and close alignment with end-use needs.
S		1.9		Completed a comprehensive Other Funds Survey of all agencies as requested by the House and Senate staff
S		1.01		Updated the Historical Analysis report for 2014, and published the report on the RFA website
S		1.11		Coordinated with DOR to obtain matched federal and state individual income tax data to allow enhanced analysis of revenue implications from changes to state law
S		1.12		Enhanced and revised the FY 2013 Local Government Finance Report by adding several revenue items to the report after discussion s with county and municipal officials.
S		1.13		Improved the methodology used to create the *Disease State Report* for PEBA to include the HEIDIS guidelines and to mimic rate calculations used by BCBS SC
G	2			Customer Focus
S		2.1		Our analysis and data are used by others to assist in their decision making process. If our reports are not useful to others, then thevalof analysis is questionable and may not need to be performed
O			2.1.1	Organized a Customer Focus Team
S		2.2		Developed a Customer Satisfaction Survey to assess customer satisfaction
S		2.3		Provided direct assistance to Ways and Means and Senate Finance Staff and committees during the budget process
O			2.3.1	Provided budget analysis and coordination with state agencies, produced the Summary Control Document, monitored budget amendments, drafted provisos and creating reports, certified the balance of the appropriation bills and act, produced appropriation act for ratification
S		2.4		Worked with the General Assembly and local election and voter registration offices to identify overpopulated voting precincts
O			2.4.1	Created eight new maps of record and asssited in drafting legislation
S		2.5		Created maps of record and assisted in drafting legislation for three joint county fire districts
S		2.6		Assisted the Federal Court in Frazer v. Jasper County School District by providing technical advice, expert testimony, and drafting the court ordered redistricting plan
S		2.7		Reviewed school districts in regards to redistricting requirements. Assisted in drafting twenty bills and maps of record for affected districts
S		2.8		Provided GIS data analysis for two public entities to verify spatial location of addresses. The staff geocoded over 180,000 addresses and conducted spatial analysis on locations with a two day turnaround
S		2.9		Provided redistricting assistance in three municipalities and created new maps and statistics for compliance with redistricting requirements. Conducted trainingon redistricting and annexation procedures for the municipalities in Orangeburg County
S		2.01		Coordinated with executive and legislative leadership to provide the U.S. Census Bureau officially establish RFA as the state liason for the 2020 redistricting data program
S		2.11		Collaborated with Uber, S.C. Municpal Association, and the Senate regarding H. 3525, the Transportation Network Act
S		2.12		Worked with Office of Coastal Management by providing horizontal coordinates and elevations for 570 monuments
S		2.13		Initiated a notification program so users of the S.C. Real Time network would be notified if the network service was interupted
S		2.14		Collaborated with HHS on Healthy Connections PRIME, a new coordinated care approach for individuals dually eligible for Medicare and Medicaid
S		2.15		Collaborated with HHS, DHEC, Clemson, and USC birth outcomes research, programs, and program evaluation in South Carolina
S		2.16		Expanded our central role in the linkage of Homeless Coalition data to hospital and Medicaid data
S		2.17		Improved the process of linking DSS information to SDE information for the direct certification of individuals for free/reduced lunch based on existing participation in SNAP
S		2.18		Assisted the Data Committee for the Governor's Domestic Violence Task Force
S		2.19		Assisted the Data Committee for the Governor's Prescription Drug Abuse Task Force
S		2.2		Continued to play a central role in Partnership for Patients-Data Coordinator/Data Support, Whole Patient Measure of Safety, Cardiac Arrest Registry for Enhanced Survival, and Preventing Avoidable Readmissions Together
S		2.21		Initiated a pilot program for nursing facilities in the state to begin using Phoenix
S		2.22		Expanded the ABC Quality tablet application to incorporate the Grow Healthy standards for Level A child care centers and the Level B and C standards for family and group child care centers
S		2.23		Expanded health professions data holdings which are used by professional assocations, academic researchers, and public health officials to examine the distribution and qualifications of care providers in the state
S		2.24		Continued role in advancing the use of telemedicine services for the patients with mental health conditions
S		2.25		Continued operation of the South Carolina Health Information Exchange under a contract with the South Carolina Health Information Partnership
S		2.26		Reviewed 188 reimbursement requests and distributed approximately $20 million in cost recoveries for PSAPs

S		2.27	Assisted three counties with GIS analysis to develop an address point layer for use in E911 dispatch. Completed work on one county involving 17,444 addresses
S		2.28	Updated and standardized statewide road centerline address files for use by RFA, GIS Coordinating Council, and other State agencies
G	3		Workforce Development
S		3.1	Organized a Workforce Development team to support the Strategic Plan by indentifying strengths and weaknesses in the RFA workforce and developing programs that align the workforce with RFA's mission and vision
S		3.2	Developed and implemented a Sucession Planning program to identify current and future critical leadership as well as key position needs for aligning workforce planning and training programs
O		3.2.1	Identified critical key and and leadership positions
O		3.2.2	Started the identification of competency, skills, and success factors of key positions
S		3.3	Developed an Employee Recognition Plan that promotes employee job statisfaction, motivation , and rentention
S		3.4	Conducted an employee communication and recognition survey to identify strengths and weaknesses within the agency
S		3.5	Developed knowledgeable and successful workforce through employee development, training, and retention
S		3.6	Initiated an arrangement with USC College of Social Work for the provision of post-graduate interns/temporary employees to Health and Demographics

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Percentage of Fiscal Impact Statements Prepared in 14 days or less	77%	72%	75%	July 1- June 30	Fiscal Impact database updated daily	Annual	The turnaround time was calculated using the database which captures when the request came in and when the completed impact was sent to the requestor.	1.6.1
2	Increased usuage in the RealTime Network	542	648	715	July 1- June 30	# of subscriptions received	Annual	The number of subscriptions actually received both new and renewals.	2.13
3	Retention Rate of Users of the RealTime Network	N/A	98%	> 95%	July 1- June 30	# of renewals received	Annual	Comparison of the renewals received fro FY 13/14 to FY 14/15	2.13
4	Expansion of the South Carolina Health Exchange under contract with the South Carolina Health Information Partnership	547,208 registered patients	940,000 registered patients	N/A	July 1- June 30	Data collected by Health and Demographic	Annual	Registered patient information received by 55 organization with production credentials	2.25
5	Distribution of reimbursement requests from the SC CMRS Wireless E911 fund, to local SC 911 jurisdictions and wireless service providers	$18,714,486 for 194 requests	$19,213,920 for 178 requests	N/A	July 1- June 30	Requests submitted and reviewed by staff	Ongoing	The number of requests actually received by each jurisdiction for items that are eligible for reimbursement	2.26
6	Distribution of funds to the local SC 911 jurisdictions	$11,077,348	$11,348,088	N/A	July 1- June 30	Total number of 911 calls by each jurisdiction	Ongoing	Distributed quarterly based on the volume of wireless 911 calls received in each jurisdiction. The funds come from a percentage of the E911 wireless fee.	2.26
7	Percent of employees completed Cyber Security Training	N/A	100%	100%	July 1- June 30	Training log	Annual	Number of employees/ total number completed	1.1
8	Number of agency wide employee meetings/events	N/A	3	6	July 1- June 30	Sign in records	Annual	Number of meetings scheduled	3.4
9	Percent of planning stage documents completed within 2 months of universal date for existing employees and within 1 month of hiring new employee.	N/A	83%	100%	July 1- June 30	HR records	Annual	Number of employees/number of employees completed planning stages	3.1
10	Percent of employees responding to employee surveys	N/A	45%	75%	July 1- June 30	Employee survey results	Annual	Number of employees/number of employees completed surveys.	3.4
11	Employee appreciation score	N/A	40%	75%	July 1- June 30	Employee survey results	Annual	Response from annual Communication & Recognition Survey	3.4
12	Quality of Service RFA provides	N/A	4.46	5	July 1- June 30	Customer Service Survey	Annual	Feedback from survey sent to agency customers based on a 5 point scale	2.2

13	Overall Satisfaction with RFA	N/A	4.52	5	July 1- June 30	Customer Service Survey	Annual	Feedback from survey sent to agency customers based on a 5 point scale	2.2
14	Accuracy of General Fund revenue forcas	0.35%	1.75%	<2%	July 1- June 30	Board of Economic Advisors	Annual	Calculated by comparing estimate to actual collections.	