Legislative Oversight Committee

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Guidelines, Examples, and Tips for completing the

Program Evaluation Report

January, 2018

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Overview

A. Committee Information

House Legislative Oversight Committee

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For online information, visit the South Carolina General Assembly Home Page (http://www.scstatehouse.gov) and click on "Citizens' Interest" then click on "Agency Oversight by House Legislative Oversight Committee Postings and Reports." This will list the information posted online for the Committee; click on the information the agency would like to review.

B. Statutory Authority

South Carolina Code Sections 2-2-50 and 2-2-60 provide the Committee statutory authority to request the agency complete the Program Evaluation Report. Also, South Carolina Code Section 2-2-60 explains what a Program Evaluation Report must, and may, contain. The following information is provided to comply with the requirements in Section 2-2-60:

- The Committee intends to investigate all agency programs and operations.
- See the Word document and Excel charts for information that must be included in the report.
- Please submit this report to the committee by Friday, March 9, 2018 (45 calendar days from January 23, 2018).
 See details regarding the submission process below.

C. Submission Process

All forms should be submitted electronically by Friday, March 9, 2018 (45 calendar days from January 23, 2018), to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in:

- Original electronic format (Word and Excel), and
- Save the Word and Excel documents together in one Adobe (.pdf) document for online reporting.

Agency representatives may direct questions about this process to Committee staff.

D. General Instructions

The responses provided to this report are considered sworn testimony from the agency director. The Program Evaluation Report (PER) is published on the General Assembly's website.

The instructions and examples are provided in an effort to assist agency representatives in completing the PER. If agency representatives have questions regarding any aspect of the report, Committee staff are available to provide assistance.

Oversight Committee Staff will call the primary study contact for the agency to schedule a phone conference to provide an initial explanation of how to complete the PER. A goal of this phone conference is to assist the agency's primary study contact in determining the different personnel, or information from different personnel, that is necessary to complete the PER. Each section of this document includes a place to note the <u>Agency Personnel Responsible</u>, which may be helpful if more than one person assists with completion of the PER.

After the phone conference, Oversight Committee staff will schedule a meeting with agency representatives to discuss the PER. During the in-person meeting, Oversight Committee staff will explain the report again, with applicable agency personnel present, and answer any questions.

It may be helpful for agency representatives to retain any notes taken when responding to the questions should a Committee Member ask during a meeting about the analysis in responding to questions. Also, potential questions are noted throughout the instructions and examples document.

The agency may find it helpful to print this document as a reference when completing the Word document and Excel charts. Additionally, it **may be helpful to read all of the instructions** prior to responding to a question or completing an Excel Chart.

I. Agency Snapshot

A. Successes and Issues

Question 1

What are 3-4 agency successes?

Agency Personnel Responsible

Question 2

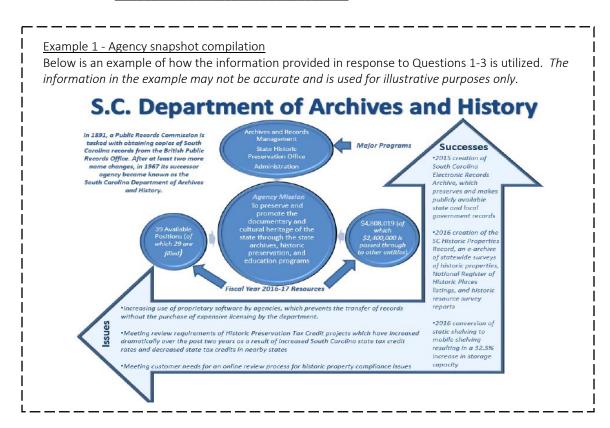
What are 3-4 agency challenges? These may include things agency representatives already have a plan to improve.

Agency Personnel Responsible

Question 3

What are 3-4 emerging issues agency representatives anticipate having an impact on agency operations in the upcoming five years?

Agency Personnel Responsible



B. Records Management

Question 4

Is the agency current with transferring records, including electronic ones, to the Department of Archives and History? If not, why?

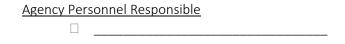
Agency Personnel Responsible	
Question 5 Please provide the Committee a copy of the agency's records management policy. have a records management policy, what is the agency's plan to create one?	If the agency does not
Agency Personnel Responsible	

II. Agency History, Legal Directives, and Organizational Structure

A. History

Question 6

Please provide the major events history of the agency by year, from its origin to the present, in a bulleted list. Include the names of each director with the year the director started and major events (e.g., programs added, cut, departments/divisions changed, etc.).



Instructions

An agency is not required to reference legislative actions such as acts, statutes, or other laws. However, if an agency does reference a legislative action, please provide the applicable citation, if known.

How to format law citations

- State Constitution: S.C. Constitution Article #. Title of Article. Section #. Title of Section (Example S.C. Constitution Article IV. Executive Department. Section 12. Disability of Governor)
- State Statute: S.C. Code Ann. ## ## ##. Name of Provision. (Example S.C. Code Ann. 1-1-110. What officers constitute executive department.)
- Federal Statute: Title #. U.S.C. Section # (Any common name for the statute)
- State Regulation: S.C. Code of Regulations Chapter # Section # (Any common name for the regulation)
- Federal Regulation: Title # C.F.R. Section # (Any common name for the regulation)
- State Proviso: Proviso ##.# (Proviso Description), 2015-16 (or whichever year is applicable) Appropriations Act Part 1B (Example 117.9 (GP: Transfers of Appropriations), 2014-15 S.C. Appropriations Act, Part 1B.)

Example, see next page >

Example 1 - Major events information format

The information in the example may not be accurate and is used for illustrative purposes only.

1935

o During the Depression, many social oriented programs were implemented to assist the nation in its recovery; among these was the Emergency Relief Administration. As an outgrowth of this agency, [a] temporary Department of Welfare was established in 1935.

1937

- o State Director: Jane Doe named state director of the Department of Welfare (1937-1972)
- o The South Carolina legislature permanently created the Department of Public Welfare in Act Number 3 of 1937.

• 1972

- o <u>State Director</u>: Elizabeth Doe begins as new state director (1972-1984)
- o The Department of Welfare was renamed the Department of Social Services.

1984

- o State Director: John Doe begins as new state director (1984-2007)
- o DSS contracts with Omni Systems, Inc., a consulting firm, for \$160,000 to determine appropriate staffing levels for each DSS county office. DSS used this information to make county staffing decisions.

• 2001

- o DSS sustained a 35% reduction in its budget from FY 2001-02 through 2004-05.
- o March 2001 DSS implemented a hiring freeze, with front-line human services positions, such as CPS caseworkers, exempted.
- o August 2001 DSS implemented a retirement incentive and began voluntary separations. The hiring freeze remained in place, with human services positions exempted.

2007

- o <u>State Director</u>: Kathleen M. Hayes, Ph.D begins as new state director (2007-2011)
- o DSS created a Chief of Staff position.
- o <u>Main divisions at the agency expanded. Complete listing of divisions include</u>: Family Assistance (Linda Martin); Human Services (Mary Williams); Child Support Enforcement (Larry McKeown); and Administration & Program Support (Wendell Price).

B. Governing Body

Question 7

Please provide information about the body that governs the agency, if any, and to whom the agency head reports. Explain what the agency's enabling statute outlines about the agency's governing body (e.g., board, commission, etc.), including, but not limited to: total number of individuals in the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; the names of the individuals currently on the governing body, date elected/appointed, and term number; duties of the governing body and any other requirements or nuances about the body which the agency believes is relevant to understanding how it and the agency operate. If the governing body operates differently than outlined in statute, please describe the differences.

Agency Perso	<u>nnel Responsible</u>	

Example 1 - Governing body information format

The information in the example may not be accurate and is used for illustrative purposes only.

Pursuant to state statute, the Academy is governed by the Council. The council is comprised of the following eleven members, who serve without compensation:

- (1) the Attorney General of South Carolina;
- (2) the Chief of the South Carolina Law Enforcement Division;
- (3) the Director of the South Carolina Department of Probation, Parole and Pardon;
- (4) the Director of the South Carolina Department of Corrections;
- (5) the Director of the South Carolina Department of Natural Resources;
- (6) the Director of the South Carolina Department of Public Safety;

There are currently no term limits for members of the Council as long as the member meets the qualifications. If a vacancy arises, it must be filled by appointment, or election and confirmation of the original authority granting membership. If a Council member is terminated from his/her qualifying office or employment, the individual immediately ceases to be a member of the Council.

The Council meets at least once per quarter unless there is a need to meet more often. The Council is governed by the Council chair or co-chair who is elected annually by the members of the Council.

Date person currently in role began on Council	Statutory Role	Individual's Name
January 2011	Attorney General of South Carolina	Alan Wilson
June 2011	Chief of the South Carolina Law Enforcement Division	Mark Keel
January 2015	Director of the South Carolina Department of Probation, Parole and Pardon	Jerry Adger
October 2013	Director of the South Carolina Department of Corrections	Bryan Stirling
January 2008	Director of the South Carolina Department of Natural Resources	Alvin Taylor
November 2011	Director of the South Carolina Department of Public Safety	Leroy Smith

C. Internal Audit Process

Question 8

Please provide information about the agency's internal audit process, including: whether the agency has internal auditors; a copy of the internal audit policy or charter; the date the agency first started performing audits; the positions of individuals to whom internal auditors report; the general subject matters audited; the position of the person who makes the decision of when an internal audit is conducted; whether internal auditors conduct an agency-wide risk assessment routinely; whether internal auditors routinely evaluate the agency's performance measurement and improvement systems; the total number of audits performed in the last five fiscal years; and the date of the most recent Peer Review or Self-Assessment by the SC State Internal Auditors Association or other entity (if other entity, name of that entity).

Agency Personnel Responsible	
<u> </u>	

Example 1 - Internal audit information format

The information in the example may not be accurate and is used for illustrative purposes only.

The agency has internal auditors. The auditors are hired by, and report to, the Commission for the Blind's Commissioners. Jane Doe (janedoe@agency.sc.gov) and John Doe (johndoe@agency.sc.gov) are the lead internal auditors.

The Commissioners decide when internal audits are conducted. Generally, internal audits are performed on financial and consumer services data. Internal auditors do not routinely conduct agency wide risk assessments, but they do routinely evaluate the agency's performance measurement and improvement systems.

In the last five fiscal years, auditors performed 480 internal audits. The shortest audit was completed in one month and the longest was completed in three months. The average number of months needed to conduct an audit is one and a half.

The agency notes those 480 internal audits of consumer services cases were conducted between FY 2010 and FY 2011. During that time, consumer services cases were audited for compliance with federal and agency established policy and procedures. Beginning in FY 2012, the internal case file audit process was changed to accommodate the agency's conversion to a new case management system (AWARE). Since the agency has implemented a new case management system, electronic consumer services data audits are now being conducted on a weekly basis to resolve data integrity issues. However, the consumer services data audits have not been singularly counted since 2012. Recent changes to federal reporting requirements have delayed a return to cyclical case reviews. Once the new reporting requirements have been fully implemented and the case management process stabilizes, targeted internal consumer services data audits will be resumed and counted accordingly.

D. Laws

Question 9

Please complete the Laws Chart tab in the attached Excel document.

Agency Personnel	<u>Responsible</u>	

Instructions

In this chart, all of the laws agency representatives entered as applicable to the agency in the most recent Accountability Report are listed. In this chart, please do the following:

- a. In the first five columns, Item #, Law Number, Jurisdiction, Type of Law, and Statutory Requirement and/or Authority Granted, Oversight Committee staff entered the information from the agency's most recent Accountability Report.
 - i. Please review this information. If any laws were grouped together when completing the Accountability Report, please separate the laws grouped together and ensure each row of the chart contains a different individual law.

Note 1

Notice of this requirement was provided in the 2016 Annual Restructuring Report.

ii. Make any revisions needed, including adding or removing laws, or modifying the summary of each, to ensure the list is accurate and complete as of the date the agency submits this report.

Note 2

Laws applicable to all state agencies do not need to be listed (e.g., South Carolina Freedom of Information Act, human resources laws, and etc.).

- b. In the, Does this law specify who (customer) the agency must or may serve?, column, select "Yes" from the drop down menu if the wording of the law includes information on who the agency must serve. Select "No" if the wording of the law does not include any information on who the agency must serve. See Example 1.
- c. In the, If yes, who is the customer(s)?, column, enter the customers the law specifies the agency must or may serve. The agency may group the customers together (e.g., middle school children statewide; individual protected by Chapter 13 of Title 1 of the SC Code, etc.). If the response in the previous column was "no," enter N/A.
- d. In the, Does this law specify a deliverable (service or product) the agency must or may provide?, column, select the appropriate option from the drop down menu:
 - i. "Yes Providing report" if the wording of the law includes information on a report the agency must or may draft and/or provide to the public, General Assembly, federal government, other state or federal entity, etc.;

- ii. "Yes Serving on board, commission, or committee" if the wording of the law includes information on a board, commission, or committee upon which an agency representative must or may serve;
- iii. "Yes Other service or product" if the wording of the law includes information on a specific service or product the agency must or may provide (e.g., issuing a fishing license; maintaining information on all voters in an election database; and etc.) or general service or product the agency must or may provide (e.g., eliminate and prevent discrimination, etc.); or
- iv. "No" if the law does not state a service or product the agency must or may provide.

NOTE: If part of the law discusses a report the agency must provide and another section of the law discusses another service or product, list the sections separately.

Example 1 - Laws chart

The information in the example may not be accurate and is used for illustrative purposes only.

South Carolina Code Section 1-13-40 applies to the South Carolina Human Affairs Commission and states, in part,

(a) There is hereby created in the executive department the South Carolina Human Affairs Commission, to encourage fair treatment for, and to eliminate and prevent discrimination against, any member of a group protected by this chapter, and to foster mutual understanding and respect among all people in this State. (emphasis added).

Since the statute states who the agency must serve, which is in bold for ease of reference, agency representatives would select "Yes" the law specifies who the agency must serve and enter "any member of a group protected by Chapter 13 of Title 1 of the SC Code" under who is the customer.

The law does not reference a report and does not reference service on another board, commission, or committee (since the Human Affairs Commission is the actual agency). The law does include information on a general service or product the agency must or may provide, which are underlined for ease of reference. Therefore, the agency representatives would select "Yes - Other service or product" in response to does the law specify a deliverable the agency must or may provide.

					Custo	mer/Client	Deliverable
Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N) Types, who is the customer(s)?		Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
1	SECTION 1-13- 40. Creation of South Carolina Commission on Human Affairs.	State		Outlines purpose, membership, appointment, and meetings of the Commission	Yes	Any member of a group protected by Chapter 13 of Title 1 of the SC Code	Yes - Other service or product

E. Deliverables

Question 10

Please complete the Deliverables Chart tab in the attached Excel document.

Agency Pers	<u>onnel Responsible</u>	

Instructions

In preparing to complete this chart, please do the following:

- a. Sort the Laws Chart by the last column, "Does this law specify a deliverable the agency must or may provide?" column
- b. Analyze the laws which have any of the "Yes" options in the last column (i.e., "Does this law specify a deliverable the agency must or may provide?") to determine specific deliverables.

Note

When analyzing the laws consider which laws state deliverables that may be better to list alone versus laws that may be grouped together as they all require, or allow something similar, as appropriate (e.g., There are numerous state statutes which outline different licenses the Department of Natural Resources (DNR) must issue, which DNR may wish to group together into the following single deliverable: "Issue licenses").

Based on the agency's self-analysis described above, please do the following to complete the Deliverables Chart:

- a. Initially, skip the **Item #** column; come back to this column at the end.
- b. In the **Deliverable** column, list each deliverable on a separate row;
 - If a law includes specific services and products (e.g., issuing a fishing license; maintaining information on all voters in an election database; and etc.), enter those services and products;
 - ii. If a law is more broad (e.g., eliminate and prevent discrimination) enter the broad deliverable in the deliverables column and each of the specific services and products the agency provides to accomplish the broad deliverable in separate rows in the **Optional-Service or Product component** column. (See f. below for an explanation)

c. In the Applicable Laws column, enter the relevant law(s) that apply to each deliverable;

How to format law citations

- State Constitution: S.C. Constitution Article #. Title of Article. Section #. Title of Section (Example S.C. Constitution Article IV. Executive Department. Section 12. Disability of Governor)
- State Statute: S.C. Code Ann. §## ## ##. Name of Provision. (Example S.C. Code Ann. 1-1-110. What officers constitute executive department.)
- Federal Statute: Title #. U.S.C. Section # (Any common name for the statute)
- State Regulation: S.C. Code of Reg. Chapter # Section # (Common name for the regulation)
- Federal Regulation: Title # C.F.R. Section # (Any common name for the regulation)
- State Proviso: Proviso ##.# (Proviso Description), 2015-16 (or whichever year is applicable) Appropriations Act Part 1B (Example 117.9 (GP: Transfers of Appropriations), 2014-15 S.C. Appropriations Act, Part 1B.)
- d. In the **Is deliverable provided because...** column, select the appropriate option from the drop down menu for each deliverable and service or product component, if the agency needs to list service or product components (See f. below for an explanation)
 - i. Select "Require" from the drop down menu if the agency believes the law(s) require the agency to provide the deliverable or service/product component (words in the law(s) like *must* or *shall*, are indicators it is required); or
 - ii. Select "Allow" if the agency believes the law(s) allow the agency to provide the deliverable or service/product component, but does not require the agency provide it (a word in the law like *may* is an indicator it is allowed, but not required).
 - iii. Select "Not specifically mentioned in law, but provided to achieve the requirements of the applicable law," if the law does not specifically mention the deliverable or service/product component (this may be applicable for service and product components that are provided to achieve the requirements of a general deliverable (e.g., eliminate and prevent discrimination)).
- e. After entering all of the deliverables based on the agency's analysis of the Laws Chart, the agency may wish to share the Deliverables chart to organizational unit (e.g., department, division, etc.) heads to have them review and provide information on any other deliverables the agency provides that are not already included. If there are additional deliverables to add, list each additional deliverable on a separate row, following the instructions above for how to complete the columns.
- f. Next, review the remaining columns in the chart. If any deliverable is too broad to complete the remaining columns, list each specific service or product component that is provided to accomplish the deliverable, in the **Optional Service or Product Component (if needed)** column. If there are multiple services or products associated with the

deliverable, insert additional rows as necessary (i.e., list each service or product on a different row). When listing the services and products, only be as specific as necessary to complete the information required in the remaining columns of the chart. See the example at the end of the instructions for this question.

Answer the following for each deliverable, or the more specific service or product component, if necessary. An example of how a chart may appear when finished is provided on the next page.

- g. In the **Associated Organizational Unit** column, list the agency organization unit associated with providing it. The agency representative may desire to complete the Organizational Units chart first, then come back and complete this column.
- h. In the Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product (on an individual or aggregate basis?) column, select "Yes" from the drop down menu if the agency tracks what is actually achieved or obtained, if anything, by customers who receive it.
- i. In the **Does the agency know the annual # of potential customers?** column, select "Yes" from the drop down menu if the agency tracks, or is able to reasonably estimate, the number of people who could utilize it.
- j. In the **Does the agency know the annual # of customers served?** column, select "Yes" from the drop down menu if the agency tracks, or could go back and count, the number of customers served by it, each of the last three years.
- k. In the **Does the agency evaluate customer satisfaction?** column, select "Yes" from the drop down menu if the agency evaluates the satisfaction of individuals who receive it.
- In the Does the agency know the cost it incurs, per unit, to provide the service or product? column, select "Yes" from the drop down menu if the agency knows, or may reasonably estimate, the cost per unit of it.
- m. In the **Does the law allow the agency to charge for the service or product?** column, select "Yes" from the drop down menu if the agency is permitted to charge others for it.
- n. In the **Additional comments from agency (Optional)** column, enter comments to explain information provided, if the agency believes any are necessary or the agency desires to provide any additional comments.
- o. Go back to the first column, **Item #** column. In the **Item #** column, type "1" on the first row, "2" on the second row, etc., until there is an item number on each row with a deliverable and/or deliverable component.
 - If a deliverable was too broad and the agency listed specific service or product components, for the row with the deliverable and first service or product component, please enter the item number + "A." In the next row, which contains the second service or product component, enter the same item number + "B." In the next row, which contains the third service or product component, enter the same item number + "C." Continue the pattern with all remaining components associated with that deliverable.

Example 1 - Format for deliverable

The information in the example may not be accurate and is used for illustrative purposes only.

Ite	em#	Deliverable (i.e. service or product)	Applicable Laws	Is deliverable	Optional -	Associated	Does the agency evaluate	Does the	Does the	Does the	Does the agency	Does the	Efficiency or Outcome	Additional comments from agency	I
				provided	Service or	Org. Unit	the outcome obtained	agency	agency	agency	know the cost it	law allow	performance measure agency is		1
				because	Product		by customers /	know the	know the	evaluate	incurs, per	the agency	currently utilizing or would		i
					Component(s)		individuals who receive	annual # of	annual #	customer	unit?	to charge	consider utilizing in the future		!
							the service or product (on	potential	of	satisfactio		for the	(minimum of 1)		١
							an individual or aggregate	customers	customer	n?		service or			ı
							basis?)	?	s served?			product?			!
	26	Issue boat and motor titles and boat			Boats and motor	Office of	Not currently	Yes	Yes	No	No*	Yes	Turnaround time for processing of	*Note: Beyond material cost, cost per unit has multiple	ı
	ļ	registrations	85; 50-23-20 through		titles and	Support							applications; % of transactions	variables.	ı
	ļ		50-23-170; 50-23-		registrations.	Services							returned to customers for	^The unit can track the daily number of boating and	:
	ļ		205 through 210; 50-										incompleteness^	licensing applications to aid in the establishment of	ı
	ļ		23-260 through 290;											baseline production measures for the number of boating	١
	ļ		50-23-310 through											related transactions performed; Turnaround time can be	i
	ļ		400											based on volume of work, complexity of the transaction,	ı
	ļ													completeness of the documentation and staffing. Even	١
	ļ													though SCDNR does not control the number, type, or	i
	ļ													complexity of the transactions; collecting and analyzing	ı
	ļ													this data may allow for streamlining of some processes,	١
	ļ													reallocation of staffing and focusing on ways we may	i
	ļ													help the customer by reducing the number of	!
	ļ													transactions we have to return for not being complete.	1
L															ı

Example 2 - Format for deliverable with multiple components (first six columns of chart)

The information in the example may not be accurate and is used for illustrative purposes only.

Item #	Deliverable (i.e. service or product)	Applicable Laws	Is deliverable provided because	Optional - Service or Product Component(s)	Associated Org. Unit
8A	Manage Heritage Trust properties and the Heritage Trust Fund in accordance with the statute. (LWC)	S.C. Code Ann. 51-17- 40 through 51-17-80; 51-17-90 through 51- 17-320	Require	Conducts biological inventories of natural areas, flora, and fauna; receives ecological and habitat information; recommends to the SC Heritage Trust Advisory Board conservation measures agreeable to all parties.	Land, Water, and Conservation Unit
8B		S.C. Code Ann. 51-17- 40 through 51-17-80; 51-17-90 through 51- 17-320	Require	Inventory, conduct research and asses properties for cultural resources.	Land, Water, and Conservation Unit
8C		S.C. Code Ann. 51-17- 40 through 51-17-80; 51-17-90 through 51- 17-320	Require	Manage cultural heritage trust properties.	Land, Water, and Conservation Unit

Question 11

Please complete the Deliverables - Potential Harm Chart tab in the attached Excel document.

Agency Pers	<u>ionnel Res</u>	<u>ponsible</u>	

<u>Instructions</u>

In this chart, please do the following:

a. The information in the Item #, Deliverable, Is deliverable provided because..., and Optional - Service or Product Component(s) columns will auto-fill from the columns in the Deliverables Chart.



- b. In the Greatest potential harm to the public if deliverable not provided column, briefly describe what agency representatives consider the greatest potential harm to the public if the deliverable, or the more specific product/service (if listed), is not provided.
- c. In the **1-3 recommendations to the General Assembly** column, enter one to three recommendations to the General Assembly, other than money, for how Members of the General Assembly can help avoid the potential harm.
- d. In the Other state agencies whose mission the deliverable may fit within column, please review the Excel chart on the Oversight Committee Webpage that includes the mission and vision of all agencies identified for study by the Committee. Based on review of this information, enter the names of other agencies, if any, whose mission may provide the deliverable.
- e. Please delete all rows not utilized.

F. Organizational Units

Question 12

Please complete the Organizational Units Chart tab in the attached Excel document.

Agency Personnel Responsible Instructions

In this chart, please do the following:

a. In the Did the agency make efforts to obtain information from employees leaving the agency (e.g., exit interview, survey, evaluation, etc.) row at the top, enter "Yes" or "No" for each year.

Example 1 - Organizational chart exit interview row The information in the example may not be accurate and is used for illustrative purposes only. If the agency had an exit interview, survey, evaluation, etc., it utilized when employees left the agency in 2014-15, did not have one in 2015-16, and had one again in 2016-17, it would appear like this: Did the agency make efforts to obtain information from employees leaving the agency (e.g., exit interview, survey, evaluation, etc.) in 2014-15; 2015-16; or 2016-17; Yes, exit interviews and survey

Potential Question

If agency representatives enter "Yes," please be prepared to explain what information is obtained, how the data is tracked, and actions taken as a result of the information, if a Member asks the agency.

b. In the **Organizational Unit** column, enter the name of each organizational unit <u>currently</u> <u>utilized</u> by the agency on a separate row. Please include the organizational units the agency director utilizes when managing the agency. Note, rows are separate by color, so enter the first organizational unit in the blue row, next unit in the white row, next unit in the blue row, etc.

What is an Organizational Unit?

Every agency has some type of organization and hierarchy as reflected in the agency's organizational chart. Within the organization and hierarchy are separate organizational units. An agency may refer to these units as departments, divisions, functional areas, cost centers, etc. Each unit is responsible for contributing to the agency's ability to provide services and products. To ensure all agency employees understand how their work contributes to the agency's ability to provide the most effective services and products in the most efficient manner, each organizational unit has at least one (and in most cases multiple), objectives, strategies, or goals for which it is solely responsible. The units' responsibility for these aspects of the agency's comprehensive strategic plan allow each employee to see the individual objectives for which his or her unit is striving and how the employee's performance contributes to the agency's overall plan.

- c. In the **Purpose of Organizational Unit** column, enter the purpose of each unit on the same row as the organizational unit, just in the **Purpose of Organizational Unit** column.
- d. In the **Turnover Rate in the organizational unit** column, calculate the turnover rate in each organizational unit as outlined below and enter the rate for each year.

How to Calculate Turnover

- 1. Calculate the average number of employees by using the method below which is most applicable to the agency.
 - (1) If agency representatives determine the total number of employees at regular intervals during the year, add together the total number of employees at each interval, then divide by the number of intervals to obtain the average number of employees.

OR

- (2) If agency representatives do not determine the total number of employees at regular intervals during the year, add the total number of employees at the beginning of the year and the total number at the end of the year, then divide this total by two to obtain the average number of employees.
- Calculate the number of separations that occurred during the year. Note, the number of separations during a month includes both voluntary and involuntary terminations. It also includes those that go to work for other SCEIS or non-SCEIS entities. Employees who are temporarily laid off, on furloughs or on a leave of absence are not included.
- 3. Divide the number of separations during the year by the average number of employees.
- 4. Multiply by 100.

Source: Society for Human Resource Management

If the organizational unit did not exist during one of the years, enter "DNE" as an acronym for "Does not exist."

Example 2 - Organizational chart turnover rate column

The information in the example may not be accurate and is used for illustrative purposes only.

If the unit did not exist in 2014-15, its turnover rate in 2015-16 was 10% and its turnover rate in 2016-17 was 5%, it would appear as shown to the right:

Year	Turnover Rate in the organizational unit in 2014-15; 2015-16; and 2016-17?
2014-15:	DNE
2015-16:	10%
2016-17:	5%

e. In the Did the agency evaluate and track employee satisfaction in the organizational unit column, enter "Yes" or "No" for each year.

Potential Question

If agency representatives enter "Yes," please be prepared to explain how employee satisfaction is evaluated and action taken, if any, as a result of the findings of the evaluation, if a Member asks the agency.

f. In the Did the agency allow for anonymous feedback from employees in the organizational unit column, enter "Yes" or "No" for each year.

Potential Question

If agency representatives enter "Yes," please be prepared to explain the methods through which the feedback is allowed and any changes at the agency resulting from feedback received in the past, if a Member asks the agency.

g. In the **Did any of the jobs in the organizational unit require a certification** column, enter "Yes" or "No" for each year.

Example 3 - Organizational chart required certification column

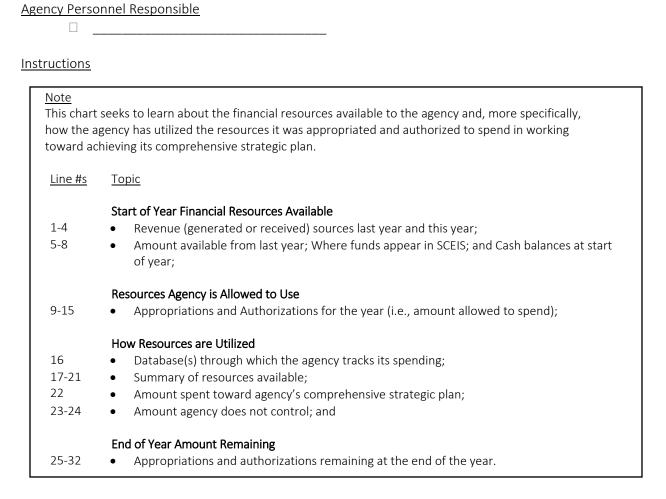
Some professions that require certification: teaching; medical; legal; accounting; etc.

- h. In the If yes for any years in the previous column, does the agency pay for, or provide inhouse, classes/instruction/etc. needed to maintain all, some, or none of the required certifications? column, select the appropriate drop down option for all applicable years,
 - i. "All" if the agency paid for, or provided in-house, classes/instruction/etc., needed to maintain all of the required certifications for all of the jobs in the unit that required a certification.
 - ii. "None" if the agency did NOT pay for, or provide in-house, classes/instruction/etc. needed to maintain any of the required certifications for any of the jobs in the unit that required a certification.
 - iii. "Some," if the agency paid for, or provided in-house, classes/instruction/etc. needed to maintain SOME of the required certifications.
- i. Please delete all rows not utilized.

III. Agency Resources and Strategic Plan

Question 13

Please complete the Comprehensive Strategic Finances Chart tab in the attached Excel document.



When completing the Fiscal Year 2016-17 portion of the Comprehensive Strategic Spending Chart, refer to the instructions on the next pages for lines 1A through 32A. For the 2017-18. When completing the Fiscal Year 2017-18 portion of the Comprehensive Strategic Spending Chart, which is directly below the FY 2016-17 portion, start back at the top and refer to the instructions for lines 1B through 34B.

<u>Note</u>

Many items will auto-fill in the Excel document.

If a cell is auto-filled with text that takes up more than one line, you may need to increase the row height so that all text is visible.

A. Revenue (generated or received) sources

Lines #1-3, <u>Revenue (generated or received) sources</u>, request information about the different sources from which the agency generates revenue and/or is provided money.

- Line #1A: Please enter revenue sources for the agency in separate columns. Group the revenue sources however is best for the agency to provide the information requested in the remaining rows of the chart, with the following caveats:
 - o Please do not combine recurring and one-time sources; and
 - o If there are multiple revenue sources that the agency deposits into the same SCEIS Fund, please list these sources in consecutive columns. This is requested so the cash balances in each SCEIS Fund, which are requested in a later line in the chart, are easier to delineate.

How to Add Columns for Additional Revenue Sources

As many revenue sources as needed may be included (e.g., general appropriation programs, proviso 18.2, proviso 19.3, grant ABC, grant XYZ, Motor Vehicle User Fees, License Fines, etc.). To add two additional columns in which to list revenue sources, please follow the steps below so the formatting stays the same. Please add more columns until the agency has the number of columns desired.

- o On the mouse, left click the "F" at the top of column F, so the entire column is highlighted.
- o On the keyboard, press, and hold down the CTRL key.
- o While holding down the CTRL key, hover the mouse over the "G" at the top of column G and left click, so now the entire column F and the entire column G are highlighted.
- o Right click over the "F" or the "G" at the top of the highlighted columns to bring up the pop up menu. In the pop up menu, click "Copy."
- o Select the first cell in the first empty column to the right of the table by left clicking on it. The first time you add columns, you will select the cell below "H" at the top of column H (select the cell, not the letter H).
- o Finally, right click on the cell, to bring up the pop up menu. In the pop up menu, click "Paste."

Line #1B: This will auto-fill from Line #1A. If the agency anticipates additional revenue sources in 2017-18, add additional columns, as instructed in the note above.

• **Line #2A**: For each revenue (generated or received) source, please enter whether the revenue source is a recurring source or a one-time revenue source.

Line #2B: This will auto-fill from Line #2A.

• **Line #3A**: For each revenue (generated or received) source, please enter whether the revenue source is state, federal, or other.

Line #3B: This will auto-fill from Line #3A.

• Line #3A-2: For each revenue (generated or received) source, please enter the agency organizational unit that generated or initially received the funds. If all the organization units in the agency received the funds, enter "Agency wide."

Line #3B-2: This will auto-fill from Line #3A-2.

• Line #3A-3: For each revenue (generated or received) source, please select "Generate" from the drop down menu if the agency generates the funds through sale of a service or deliverable; collection of fines or fees; or application for a grant. Please select "Receive" from the drop down menu if the agency receives the funds through state appropriations or from the federal government through a set matching formula.

• Line #4A: For each revenue (generated or received) source, please select "Agency" from the drop down menu if the funds remain at the agency or "General Fund" if the funds go to the General Fund.

Line #4B: This will auto-fill from Line #4A.

B. Revenue (generated or received) last year

Line #4, <u>Revenue (generated or received) last year</u>, requests information about the total revenue generated from each revenue source last year.

• Line #5A: The cell under "Total" will automatically sum the amounts in the other columns. In the other columns, please enter the revenue (generated or received) by source in 2015-16. Do not include carryforward from 2014-15 to 2015-16, just amounts generated or received in 2015-16.



Line #5B: "Total" cell will auto-calculate. In the remaining columns, please enter the revenue (generated or received) by source in 2016-17.

C. Where revenue (generated or received) appears in SCEIS

Lines 6-7, Where revenue (generated or received) appears in SCEIS, request information about the SCEIS Fund, in the Funds Management module of the South Carolina Enterprise Information System (SCEIS).

Line #6A: For each revenue (generated or received) source, please enter the Fund number in SCEIS that corresponds to the Fund in which the revenue source is deposited. The same Fund number may be listed in numerous columns since the agency may deposit money from multiple revenue sources into the same Fund. See example for Lines #6-7 below.

Line #6B: This will auto-fill from Line #6A.

• Line #7A: For each revenue (generated or received) source, please enter the description of the Fund in SCEIS that corresponds to the Fund in which the revenue source is deposited.

Line #7B: This will auto-fill from Line #7A.

ı	Example 1 - Strategic finances chart, funds in SCEIS and cash balance lines (#6-7)
ı	The information in the example may not be accurate and is used for illustrative purposes only.

30350000	30350000	31810000	47D50000
Operating Revenue	Operating Revenue	Election List Sales	HAVA

D. Cash balances at the start of the year

Line #8, <u>Cash Balances at Start of Year</u>, requests information about the cash balances in each of the agency's SCEIS Funds. This is different than the amounts the agency is appropriated and authorized (i.e., permitted to spend), which are addressed in later lines.

• Lines #8A-2: The cell under "Total" will automatically sum the amounts in the other columns. In the other columns, please enter, for each Fund, the cash balance at the end of 2014-15. If the same Fund appears in multiple columns, please enter the cash balance for that Fund only once, in the column where the Fund is first listed, UNLESS there is recurring and non-recurring money in the Fund, list the cash balance for the recurring money once, and the cash balance for each non-recurring money once.

Line #8B-2: "Total" cell will auto-calculate. In the remaining columns, please enter, for each Fund, the cash balance at the end of 2015-16.

• Lines #8A-3: The cell under "Total" will automatically sum the amounts in the other columns. In the other columns, please enter, for each Fund, the change in cash balance from the end of Fiscal Year 2014-15 to the end of Fiscal Year 2015-16. If the same Fund appears in multiple columns, please enter the change in cash balance for that Fund only once, in the column where the Fund is first listed, UNLESS there is recurring and non-recurring money in the Fund. If there is recurring and non-recurring money in the Fund, list the change in cash balance for the recurring money once, and the change in cash balance for each non-recurring money once.

Line #8B-3: "Total" cell will auto-calculate. In the remaining columns, please enter, for each Fund, the change in cash balance from the end of Fiscal Year 2015-16 to the end of Fiscal Year 2016-17.

• Lines #8A: The cell under "Total" will automatically sum the amounts in the other columns. In the other columns, please enter the cash balance for each Fund as of July 1, 2016. If the same Fund appears in multiple columns, please enter the cash balance for that Fund only once, in the column where the Fund is first listed, UNLESS there is recurring and non-recurring money in the Fund, list the cash balance for the recurring money once, and the cash balance for each non-recurring money once.

Line #8B: "Total" cell will auto-calculate. In the remaining columns, please enter the cash balance for each Fund as of July 1, 2017.

E. Where revenue is located in the General Appropriations Act

Lines #9-10, <u>General Appropriations Act Programs</u>, request information about the Programs listed in the General Appropriations Act that correspond to where money from each revenue source was appropriated or authorized.

• Line #9A: For each revenue source, please enter the State Funded Program number in SCEIS that corresponds to the revenue source. See example for Lines #9-10 on next page.

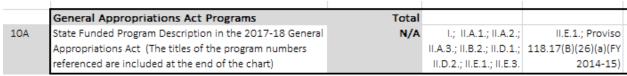
Note

A State Funded Program number may be listed in numerous columns since multiple revenue sources may correspond to that one State Funded Program. Multiple State Funded Program numbers may also be listed in one column since a single revenue source may correspond to multiple State Funded Programs.

Line #9B: This will auto-fill from Line #9A.

• Line #10A: For each revenue source, please enter the State Funded Program number that appears in the General Appropriations Act and corresponds to the revenue source.

NEW: Please include the Program Number from the General Appropriations Act (e.g., I.; II.A; etc.) or Proviso Number, as shown below



Then, at the end of the chart include all the (1) program descriptions and numbers; and (2) proviso descriptions and numbers as shown on the next page.

	Ganaral Appropriation Act
	General Appropriation Act
Program #	Program Description
I.	Administration
II.	Programs and Services
	_
II.A.	Conservation Education
II.A.1.	Outreach Programs
II.A.2.	Magazine
II.A.3.	Web Svcs & Technol. Devel.
II.B.	Titling & Licensing Services
II.B.1.	Boat Titling & Registration
II.B.2.	Fishing & Hunting Licenses
II.C.	Regional Projects
II.C.1.	Boating Access
II.C.2.	County Water Recreation Fund
II.C.3.	County Game & Fish Fund
III.	Employee Benefits

	Provisos
Proviso #	Proviso Description
	2016-17 Fiscal Year; Proviso 118.16. (SR:
	Nonrecurring Revenue)
118.16(B)(38)(a) (FY 2016-17)	Fort Johnson Roof Replacement - \$1,515,132;
118.16(B)(38)(b) (FY 2016-17)	Law Enforcement Communication Center Upgrade - \$800,000;
118.16(B)(38)(c) (FY 2016-17)	Springs Stevens Hatchery - Harvest Kettle Renovation - \$800,000;
118.16(B)(38)(d) (FY 2016-17)	Waddell Center Infrastructure - \$100,000;
118.16(B)(38)(e) (FY 2016-17)	Wildlife Management Areas - \$3,000,000;
118.16(B)(38)(f)(FY 2016-17)	Heavy Equipment - Road and Dike Maintenance - \$210,000;
118.16(B)(38)(g)	Upper Coastal Waterfowl Project Maintenance and
(FY 2016-17)	Repair - \$1,600,000
	2015-16 Fiscal Year; Proviso 118.14. (SR:
	Nonrecurring Revenue)
118.14(B)(40)(a) (FY 2015-16)	Surface Water Modeling Phase III - Final - \$700,000;
118.14(B)(40)(b) (FY 2015-16)	Law Enforcement Vehicles for New Officers - \$1;
118.14(B)(40)(c) (FY 2015-16)	High Resolution Elevation Data Development - \$500,000
	2014-15 Fiscal Year; Proviso 118.16. (SR: Non-
	recurring Revenue)
118.16(B)(48)(a)	Coastal and Offshore Mapping and Water Monitoring -
(FY 2014-15)	\$300,000;
118.16(B)(48)(b) (FY 2014-15)	Law Enforcement Vehicle Replacement - \$450,000;

Note

A State Funded Program Description may be listed in numerous columns since multiple revenue sources may correspond to that one State Funded Program. Multiple State Funded Program descriptions may also be listed in one column since a single revenue source may correspond to multiple State Funded Programs.

Line #10B: This will auto-fill from Line #10A.

Auto-fills

Example 2 - Strategic finances chart, General Appropriation Act program lines (#9-10)

The information in the example may not be accurate and is used for illustrative purposes only.

0501.100000X000	0501.100000X000	2502.000000.000	0100.010000.000; 3500.050000X0000	9800.300000X000
I. Administration	I. Administration	III. Public	I. Administration; V.	V. Statewide / Special
(HAVA)	(FVAP)	Information/Training	Statewide / Special	Primaries (Pres. Pref.
			Primaries	Primaries)

F. Amounts agency is allowed to spend

Lines #11-15, <u>Amounts Appropriated and Authorized</u>, request information about the amounts the agency is appropriated and authorized to spend.

• Line #11A: The cell under "Total" will automatically sum the amounts in the other columns. In each of the other columns, please enter the appropriations and authorizations to the agency in 2015-16, which the agency did not spend but was allowed to carryforward and spend in 2016-17.

Line #11B: Please enter the appropriations and authorizations to the agency in 2016-17, which the agency did not spend, but is allowed to carryforward and spend in 2017-18. The "Total" cell will auto-calculate.

• Line #12A: The cell under "Total" will automatically sum the amounts in the other columns. In each of the other columns please enter the appropriations and authorizations to the agency in 2016-17.

Line #12B: Please enter the appropriations and authorizations to the agency in 2017-18 from each revenue source. The "Total" cell will auto-calculate.

• Line #13A: The cell under "Total" will automatically sum the amounts in the other columns and the other columns will auto-calculate based on the amounts in Lines #11A-12A.



Line #13B: The "Total" cell will auto-calculate based on the amounts in the other columns and the other columns will auto-calculate based on the amounts in Lines #11B-12B.



• Line #14A: The cell under "Total" will automatically sum the amounts in the other columns. In the other columns, please enter the amounts added, or subtracted from the initial authorization and appropriations during 2016-17 since the appropriations and authorizations to the agency may change during the year.

Line #14B: The "Total" cell will automatically sum the amounts in the other columns. In the other columns, please enter the amounts the agency budgets will be added, or subtracted from the initial authorization and appropriations during 2017-18.

• Line #15A: The cell under "Total" will automatically sum the amounts in the other columns and the other columns will auto-calculate based on the amounts in Lines #13A-14A.



Line #15B: The "Total" cell will auto-calculate based on amounts in the other columns and the other columns will auto-calculate based on the amounts in Line #13B-14B.



G. How agency tracks spending

Line #16, <u>How Spending is Tracked</u>, requests information about where detailed information on how the agency spent its appropriations and authorizations can be found.

• **Line #16A**: For each revenue source, please list all databases in which agency representatives track information about how money from that revenue source is spent.

Example 3 - Strategic finances chart, how spending is tracked line (#16)

If expenditures are only tracked through SCEIS, the agency enters: SCEIS. If expenditures are tracked through SCEIS and internal agency systems, the agency enters: SCEIS; Name of database, Excel Chart, Quickbooks, etc.

Line #16B: This will auto-fill from Line #16A.



H. Amount spent toward agency's comprehensive strategic plan

Lines #17-22, <u>Spent toward Agency's Comprehensive Strategic Plan</u>, request information about how much the agency spent toward its comprehensive strategic plan during the year.

- Line #17A-B: This will auto-fill based on information entered in Line #1A. Auto-fills
- Line #18A: If the revenue source is a multi-year grant, please enter the number of years, including 2016-17, that remain on the grant.

Line #18B: This will auto-calculate by subtracting one year from the number of years in Line #18A.



• Line #19A: For each revenue source, please provide a brief explanation of external restrictions, if any, limiting how the agency can utilize money from that revenue source.

Line #19B: This will auto-fill from Line #19A. Auto-fills

• Line #20A-B: This line will auto-fill based on information entered in Line #10A.



• Line #21A-B: This line will auto-fill based on information entered in Line #15A.



Comprehensive Strategic Plan Lines:

Below Line 21A.

1) Oversight Committee staff entered the agency's strategic plan from the most recent Accountability Report. Please make any revisions, including adding or deleting rows, necessary to accurately reflects the agency's complete 2016-17 Comprehensive Strategic Plan.

What is a Comprehensive Strategic Plan?

A comprehensive strategic plan **includes all agency operations**. It may not be the same as the strategic plan the agency provided in the Accountability Report. If any employee at the agency viewed the comprehensive strategic plan, the employee would know how what he or she does on a daily basis helps the agency achieve the plan.

2) Next, under each revenue source, please enter the amount of money the agency spent from that source in 2016-17 on each objective (for Line #21B the agency will enter the amount it has budgeted to spend in 2017-18 on each objective). This should include all costs. Calculate these amounts using whatever method agency representatives prefer. A sample methodology is included on the next page.

Example Methodology to determine costs associated with each objective

By adding the operational cost and employee salary and fringe costs, as shown below, agency representatives determine the total amount spent on each objective.

Operational Costs

- Analyze the expenditures (less employee costs) of each organizational unit to determine if any cost is associated totally with one objective. If so, assign that cost entirely to that objective.
- The remaining hard costs for that organizational unit are charged percentage-wise to the objectives related to that organizational unit.

Employee Salary and Fringe Costs

- Initially analyze employee cost and fringes to ascertain if any one employee or group of employees are associated with a single objective and if so, allocate their salary and fringes to that objective.
 - For example, an investigator may spend his entire time working toward Objective 3.2.2 (Audit field records to ensure matched with Certification records) even though his position is associated with the Director's office.
- The remaining employees' salaries and fringes are then allocated percentage-wise to the appropriate objective costs. To calculate the employee costs related to each objective percentage-wise, ask employees which objectives their daily activities go toward accomplishing and what percentage of their time goes to each (The agency may wish to utilize simple percentages such as 10%, 25%, 50%, and 75%). Then multiply those percentages by the employee's total cost to the agency (i.e., salary, fringe benefits) to determine how much the agency spent, in the form of employee costs, toward accomplishing the objective.
 - For example, if an employee's total cost to the agency was \$100,000 and 50% of the employee's time went toward activities that helped accomplish Objective 1.1.1, the agency adds \$50,000 to the amount the agency spent toward accomplishing Objective

Potential Question

Please be prepared to explain the methodology used, as well as the operating and employee costs included for each objective, should Members ask the agency.

- **Below Line 21B**. Please do the same as instructed for Below Line 21A, but for the agency's complete 2017-18 Comprehensive Strategic Plan.
- Line #22A-B: The cell under "Total" will automatically sum the amounts in the other columns and the other columns will auto-calculate based on the amounts entered in the Comprehensive Strategic Plan Lines.

Auto-fills

• Line #22A-2: Please enter Yes or No after the question in this cell, "Prior to receiving these report guidelines, did the agency have a comprehensive strategic plan?"

I. Amount NOT spent toward agency's comprehensive strategic plan

Lines #23-24, Spent/Transferred not toward the Agency's Comprehensive Strategic Plan, request information about spending or transfers not related to the agency's comprehensive strategic plan.

Below line 23A-B

o First, please enter on separate rows, each purpose and/or entity, to which the agency was appropriated or authorized money that does not relate to the agency accomplishing its comprehensive strategic plan. The agency may add as many rows as needed.

Note

This may include money not requested by the agency and/or money the agency is legislatively directed to pass through to another entity.

- o Next, under each revenue source, please enter the amount of money from that source that went to each purpose and/or entity.
- o The cell under "Total" will automatically sum the amounts in the other columns.
- Line #24A-B: The cell under "Total" will automatically sum the amounts in the other columns and the other columns should auto-calculate based on the amounts entered on the lines above it. The formula may need to be adjusted depending on if the agency adds additional rows.

Auto-fills

J. Amount agency is allowed to spend that remains at the end of the year

Lines #25-32, Appropriations and Authorizations remaining at end of year, auto-fill to provide information about the appropriations and authorizations remaining.

•	Line #25A-B: This line will auto-fill based on information entered in Line #1A-B.
•	Line #26A-B: This line will auto-fill based on information entered in Line #2A-B.
•	Line #27A-B: This line will auto-fill based on information entered in Line #3A-B.
•	Line #28A-B: This line will auto-fill based on information entered in Line #10A-B.
•	Line #29A-B: This line will auto-fill based on information entered in Line #15A-B.
•	Line #30A-B : The cell under "Total" will automatically sum the amounts in the other columns and the other columns will auto-fill based on information entered in Line #22A-B.
•	Line #31A-B : The cell under "Total" will automatically sum the amounts in the other columns and the other columns will auto-fill based on information entered in Line #24A-B.
•	Line #32A-B: The cell under "Total" will automatically sum the amounts in the other columns and the other columns will auto-calculate based on the amounts entered in Lines #29-31A-B.

K. Amount agency carries forward to the next year

Question 14

Please provide the following information regarding the amount of funds remaining at the end of each year that the agency had available to use the next year (i.e., in 2011-12, insert the amount of money left over at the end of the year that the agency was able to carry forward and use in 2012-13), for each of the last five years.

Year	2012-13	2013-14	2014-15	<u>2015-16</u>	2016-17
Amount Remaining at end	State:	State:	State:	State:	State:
of year that agency could	Other:	Other:	Other:	Other:	Other:
use the next year	Federal:	Federal:	Federal:	Federal:	Federal:

unt Remaining at end	State:	State:	State:	State:	State:	
ar that agency could	Other:	Other:	Other:	Other:	Other:	
he next year	Federal:	Federal:	Federal:	Federal:	Federal:	
Agency Personnel Responsible						

IV. Performance (Study Step 2: Performance)

Question 15

Please complete the Performance Measures Chart tab in the attached Excel document.

Agency Personnel Responsible
<u>Instructions</u>
In this chart, please do the following:

a. Under the column, **Performance Measure**, Committee staff entered the performance measures from the agency's most recent Accountability Report. Please review these, then add any additional performance measures agency representatives are utilizing and delete any performance measures no longer in use. If the agency uses third parties to provide services, the performance measures may include measures agency representative track when monitoring the performance of the third parties.

Potential Question

Please be prepared to explain why each performance measure helps gage agency efficiency or progress, should Members ask.

b. Under the column, **Type of Measure**, pick the type of measure that best fits the performance measure from the drop down menu. The various types of performance measures are explained at the top of this chart.

Under the column, Agency selected; Required by State; or Required by Federal, select:

- "State government + Agency Selected" from the drop down menu if an entity in state government requires the agency to track this information but the agency would track it even without the government requirement.
- "State government" from the drop down menu if an entity in state government requires the agency to track this information and the agency would NOT track it without the government requirement.
- Select "Federal government + Agency Selected" if the federal government requires the agency to track this information but the agency would track it even without the government requirement.
- Select "Federal government" if the federal government requires the agency to track this information and the agency would NOT track it without the government requirement.
- Select "Agency Selected" if there is no state or federal entity that requires the agency to track this information.

Potential Question

If it is "Required by State," please be prepared to explain if agency representatives believe the time required in tracking the measure is worth the information it provides or if another measure may better demonstrate what the General Assembly was seeking to see when the law was first passed, should Members ask the agency.

c. Under the column, **Time Applicable**, Committee staff entered the time applicable from the agency's most recent Accountability Report. Please review and update this information, so it accurately reflects the time frame in which the target and actual results apply.

<u>Example 1 - Performance measure chart, time applicable column</u> Examples of time frames include: June - July; January - December; monthly, etc.

d. Under the **Target and Actual Results** columns, enter the target and actual results for the last five time periods, and target for the current time period. See example at bottom of the page.

Note

There should be a number, percentage, or DNE beside Target and Actual in every time period.

- Target is the value the agency wants to reach for that time period. If the agency did not have a target value for a particular time period, enter "DNE" for "Does not exist."
- Actual is the value the agency actually reached for that time period. If the agency did not track the actual value for a particular time period, enter "DNE" for "Does not exist."
- e. In the **Currently using, considering using in future, no longer using** column, select the applicable response from the drop down menu.

Example 2 - Performance measure chart, target and actual results columns and last column

If the time period was June-July;

June 2012-July 2013 the agency was not tracking;

June 2013-July 2014, target=5 and actual=5;

June 2014-July 2015, target=10 and actual=5;

June 2015-July 2016, target=10 and actual=8;

June 2016-July 2017, target=10 and actual=11;

June 2017-July 18 the target is 12; and

the agency was continuing to track the performance measure, the chart would appear like below:

	Period #1)	Actual Results	Results (Time	Actual Results (Time Period #4)	Results (Time	Time Period #6 (current time period)	Currently using, considering using in future, no longer using
Target:	DNE	5	10	10	10	12	Currently Using
Actual:	DNE	5	5	8	11		

Question 16

After completing the Performance Measure Chart, please pick three agency deliverables and provide the following information for each:

- What is the ideal benchmark outcome? How did the agency determine this to be the benchmark outcome?
- What, if any, entity (i.e., a local/state/federal government entity or a private entity in SC or another state) is the best at meeting that standard?
- Why does the agency consider that entity the best (most efficient, obtains best outcomes, efficient and obtains best outcomes, obtains best outcomes with limited resources, etc.)?
- Actions taken by the agency to obtain ideas on processes or best practices that will allow the agency to continually improve.

Agency Personnel Responsible	

V. Strategic Plan Summary

Question 17

Please complete the Comprehensive Strategic Plan Summary Chart tab in the attached Excel document.

Agency Perso	<u>onnel Responsible</u>	

Instructions

In this chart, please do the following:

- a. In the **Mission** row, enter the agency's mission and law(s) that serve as the legal basis for the agency's mission.
- b. In the **Vision** row, enter the agency's vision and law(s) that serve as the legal basis for the agency's vision.
- c. In the Comprehensive Strategic Plan Part and Description column, Oversight Committee staff entered the goals, strategies, and objectives from the agency's most recent Accountability Report. Please review, and update the plan so it matches the agency's comprehensive strategic plan for 2017-18.

What is a Comprehensive Strategic Plan?

A comprehensive strategic plan, unlike the strategic plan the agency provided in the Accountability Report, **includes all agency operations**. If an employee at the agency viewed the comprehensive strategic plan, the employee would know how what he or she does on a daily basis helps the agency achieve the plan.

- d. In the **Intended Public Benefit/Outcome** column, enter the intended outcome of accomplishing each goal, strategy, and objective.
- e. In the **2016-17 Total Number of FTEs available; and filled** column, type the total number of FTEs the agency had available and filled at the beginning of 2016-17.

f. In the **2016-17 # of FTE equivalents utilized** column, list the total number of employee equivalents working to accomplish each goal, strategy, and objective in 2016-17. Calculate the figure utilizing the method below.

Note

If agency has a goal, strategy, or objective for 2017-18 under the Strategic Plan Part and Description column, that the agency did not have in 2016-17, enter DNE, for "Did not exist," under the 2016-17 # of FTE equivalents utilized column in the rows with those particular goals, strategies, or objectives.

Names of FTEs working on the goal, strategy, or objective	% of FTE's time spent toward the program
1)	
2)	
Add as many as needed	
Total %	

g. In the **2016-17 Total amount appropriated and authorized to spend** column, the total amount the agency was appropriated and authorized to spend in 2016-17 should auto-fill from Line 15A in the Comprehensive Strategic Finances Chart.

- Auto-fills

h. The **Amount Remaining** should auto-fill from Line 32A in the Comprehensive Strategic Finances Chart.



i. In the **2016-17 Amount spent** column, enter the (i) total amount the agency spent on each objective, and (ii) total amount spent/transferred on each item under "Spent/Transferred not toward Agency's Comprehensive Strategic Plan," at the bottom, which the agency included under 2016-17 in the Comprehensive Strategic Finances Chart. The sum of the Amount Remaining, amounts spent on each objective, and amounts spent on each item under "Spent/Transferred not toward Agency's Comprehensive Strategic Plan," should equal the amount in the 2016-17 Total amount appropriated and authorized to spend column.

Note

If the agency has a goal, strategy, or objective for 2017-18, which are the goals, strategies, and objectives listed under the Strategic Plan Part and Description column, that the agency did not have in 2016-17, enter DNE under the 2016-17 Total amount spent column in the rows with those particular goals, strategies, or objectives.

- j. In the **% of Total Available to Spend** column, the amount the agency spent on the objective, as a percentage of the total available to spend, should auto-fill.
- Auto-fills
- k. In the Associated General Appropriations Act Program(s) column, enter the General Appropriations Act programs from which the agency spent money on each objective.
- I. In the **2017-18 Total Number of FTEs available; and filled** column, enter the total number of FTEs the agency had available and filled at the beginning of 2017-18.
- m. In the **2017-18 # of FTE equivalents utilized** column, list the total number of employee equivalents working to accomplish each goal, strategy, and objective in 2017-18. Calculate the figure utilizing the method described in subpart f. on the previous page.
- n. In the **2017-18 Total amount appropriated and authorized to spend** column, the total amount the agency was appropriated and authorized to spend in 2017-18 should auto-fill from Line 15B in the Comprehensive Strategic Finances Chart.

- Auto-fills

o. The **Amount Remaining** should auto-fill from Line 32B in the Comprehensive Strategic Finances Chart.



- p. In the 2017-18 Amount budgeted column, enter the (i) total amount the agency spent on each objective, and (ii) total amount spent/transferred on each item under "Spent/Transferred not toward Agency's Comprehensive Strategic Plan," at the bottom, which the agency included under 2017-18 in the Comprehensive Strategic Finances Chart. The sum of the Amount Remaining, amounts spent on each objective, and amounts spent on each item under "Spent/Transferred not toward Agency's Comprehensive Strategic Plan," should equal the amount in the 2017-18 Total amount appropriated and authorized to spend column.
- q. In the **% of Total Available to Budget** column, the amount the agency is budgeting to spend on the objective, as a percentage of the total available to budget, should auto-fill.

Auto-fills

- r. In the Associated General Appropriations Act Program(s) column, enter the General Appropriations Act programs from which the agency plans to spend money on each objective.
- s. In the **Associated Performance Measures** column, please enter the performance measures the agency believes are associated with each objective, strategy, and goal. If agency representatives use third parties to provide services, these may include measures agency representatives track when monitoring the performance of the third parties.

Note

Do not enter a performance measure multiple times. If a performance measure relates to...

- A single objective, enter the measure beside that objective;
- Multiple objectives under the same strategy, enter the performance measure beside the strategy;
- Multiple objectives under multiple strategies, under the same goal, enter the performance measure beside the goal

Potential Question

Agency representatives may be asked to explain why or how the performance help gage efficiency or progress in achieving an objective, strategy, or goal.

- t. In the **Associated Organizational Unit(s)** column, enter the organizational unit(s) from the Organizational Units Chart that have a part in the agency accomplishing each goal, strategy, and objective.
- u. In the Responsible Employee Name & Time staff member has been responsible for the goal or objective (i.e., more or less than 3 years) column, enter the name of the individual who has primary responsibility/accountability for each goal, strategy, and objective. Also, enter "more than three years" or "less than 3 years" as the appropriate indicator for the length of time for primary responsibility/accountability.

Who is a Responsible Employee?

The Responsible Employee for a goal is accountable for accomplishment of all of that goal. He/she may have teams of employees to help accomplish the goal. He/she, in conjunction with his/her team(s) and approval from superiors, determines the strategy and objectives needed to accomplish the goal. The Responsible Employee for a strategy has employees and possibly different teams of employees to help accomplish the objectives under the strategy. The Responsible Employee for an objective is the person who, in conjunction with his/her employees and approval from superiors, sets the performance measure targets and heads the plan for how to accomplish the objective(s) for which he/she is responsible.

- v. In the Does this person have input into the budget for this goal, strategy or objective? column, enter "Yes" if the Responsible Employee has input into the budget set for the strategy or objective or "No" if he/she does not have input.
- w. In the Partners, by segment, the agency works with to achieve the objective column, enter the applicable partner segment(s) for each goal, strategy, and objective. Please only include one or more of the following segments: (1) Federal Government; (2) State Government; (3) Local Government; (4) Higher Education Institution; (5) K-12 Education Institution; (6) Private Business; (7) Non-Profit Entity; (8) Individual; or (9) Other.

VI. Agency Ideas/Recommendations (Study Step 3: Recommendations)

A. Internal Changes

Question 18

Please list any ideas agency representatives have for internal changes at the agency that may improve the agency's efficiency and outcomes. These can be ideas that are still forming, things agency representatives are analyzing the feasibility of implementing, or things agency representatives already have plans for implementing. For each, include as many of the following details as available:

- a. Stage of analysis;
- b. Board/Commission approval;
- c. Performance measures impacted and predicted impact;
- d. Impact on amount spent to accomplish the objective(s); and
- e. Anticipated implementation date.

Agency Personnel Responsible	

Instructions

For each agency idea for an internal change, include as many of the following details as available:

a. Stage of analysis.

Example 1 - Internal change stage of analysis

- Only an idea.
- Agency representatives are analyzing the feasibility of implementing.
- A plan for implementation has been set.

Note

Depending on the stage of analysis for the recommended change, agency representatives may or may not have information available to provide the remaining requested details. Please provide all available details, and for items in which information is not have available, type "Do not currently have this information."

- b. Presented and Approved by Board/Commission (i.e., if the agency has a governing body, state whether the idea/recommendation has been presented to the governing body and if so, if it has been approved);
- c. **Performance measures impacted and predicted impact** (i.e., how much do agency representative anticipate the results of the measure will improve);

Note

Other factors may affect how much the measure actually changes, and not all ideas will work. Therefore, the actual results may be less or more than anticipated. This requests only a figure the agency has a reasonable basis for anticipating.

- d. **Objective(s) Costs Impacted and anticipated impact** (i.e., list each objective number and put beside it the amount agency representatives anticipate the costs will increase or decrease. Amounts may not be exact); and
- e. **Anticipated implementation date** (i.e., when the agency anticipates the change will be fully implemented).

Example 2 - Format for internal change idea/recommendation

The information in the example may not be accurate and is used for illustrative purposes only.

Internal Change #1:

- Internal Change: Establish 12-hour shifts for all security positions within agency.
- Stage of Change Analysis (i.e., idea, analyzing feasibility, plan for implementation set, etc.): Change implemented within last 6 months
- <u>Presented and Approved by Board/Commission</u>: Agency does not have a governing body
- <u>Performance Measures Impacted and predicted impact</u>: Amount of Time for Correction
 Officer shift changes and Amount of Overtime Hours for Correction Officers. The
 resulting savings will continuously be seen through a reduction in overtime hours and
 more efficient shift changes, which enhances the safety and security of juveniles and the
 general public.
- <u>Objective(s) Costs Impacted and anticipated impact</u>: Objective 3.1.1 In fiscal year 2015-2016, forecasted total savings of \$350,000 from reduced overtime.
- <u>Anticipated Implementation Date</u>: November 2015

Internal Change #2:

- <u>Internal Change</u>: Combining all event reporting information into one central database in which employees can log in and enter information directly or obtain needed information, based on security clearance.
- Stage of Change Analysis (i.e., idea, analyzing feasibility, plan for implementation set, etc.): Idea
- <u>Presented and Approved by Board/Commission:</u> Not yet presented to the Board
- Performance Measures Impacted and predicted impact: Agency still analyzing
- Objective(s) Costs Impacted and anticipated impact: Objective 2.3.2 Agency still analyzing anticipated budgetary impact
- Anticipated Implementation Date: Agency has not fully analyzed feasibility of idea

B. Law Changes

Question 19

Please review the laws chart to determine ways agency operations may be less burdensome, or outcomes improved, from changes to any of the laws. Also, check if any of the laws are archaic or no longer reflect agency practices. Afterward, list any laws the agency recommends the Committee further evaluate. For each one, include the information below.

- a. Law number and title;
- b. Summary of current law;
- c. Recommendation (eliminate, modify, or add new law) and rationale for recommendation;
- d. Law recommendation number;
- e. Wording of law, with recommended change provided in strike through and underline;
- f. Presented and approved by Board/Commission; and
- g. Other agencies that may be impacted by revising, eliminating, or adding the law.

Agency	Personnel Responsible	

Instructions

For each recommendation include the information below:

- a. Law number and title at issue;
- b. Enter the Summary of current law;
- c. Recommendation (eliminate, modify, or add new law) and Rationale for recommendation;

Example 1 - Recommendation and rationale

Recommendations include: eliminate, modify or add a new law.

Rationale include: help agency improve its efficiency and/or outcomes; updates /removes archaic statute; would ensure law matches with current agency practices; etc.

- d. Law recommendation number (if it is the agency's first law recommendation the number is 1; if it is the agency's second law recommendation the number is 2; etc.)
- **e. Wording of law, with recommended change** provided in strike through and underline If the recommendation is to
 - i. eliminate current law \rightarrow include the current law language and strike through it;
 - ii. modify current law \rightarrow strike through language the agency wants deleted, enter the language the agency wants added, and underline the language the agency added;
 - iii. add new law \rightarrow enter the language for the law and underline all of it.

- f. **Presented and Approved by Board/Commission** (i.e., if the agency has a governing body, state whether the idea/recommendation has been presented to the governing body and if so, if it has been approved); and
- f. Other agencies that may be impacted by revising, eliminating, or adding the law.

Law	 S.C. CODE ANN. 50-19-1710 to 50-19-1730 SECTION 50-19-1710. Creation of Catawba-Wateree Fish and Game Commission; membership. SECTION 50-19-1720. Meetings of Commission; compensation of members; records SECTION 50-19-1730. Powers and duties of Commission.
Summary of current law	Created Catawba Wateree Fish and Game Commission and provide specifics about how i would operate.
Agency's rationale for revision	Repeal. The Commission no longer exists.
Agency's law recommendation number from PER	1
Agency's	SECTION 50-19-1710. Creation of Catawba-Wateree Fish and Game Commission;
recommended	membership.
language	There is hereby created the Catawba-Wateree Fish and Game Commission which shall be
	composed of four members, one of whom shall be appointed by each of the respective
	county legislative delegations of Chester, Fairfield, Kershaw and Lancaster Counties. The
	members shall serve at the will of the respective county legislative delegations. HISTORY: 1962 Code Section 28-1011; 1952 Code Section 28-1011; 1949 (46) 335; 1993
	Act No. 181, Section 1267.
	SECTION 50-19-1720. Meetings of Commission; compensation of members; records.
	The Commission shall meet once each month if necessary, and each member in
	attendance shall be paid the sum of ten dollars per day, plus mileage at the rate of five
	cents per mile. The Commission shall keep records of all business transacted at such
	meetings and designate the time and place of meetings.
	HISTORY: 1962 Code Section 28 1012; 1952 Code Section 28 1012; 1949 (46) 335; 1993
	Act No. 181, Section 1267.
	SECTION 50-19-1730. Powers and duties of Commission.
	The Commission shall cooperate with the department in the enforcement of all fishing
	laws and regulations within such counties and shall work under the direction of the
	department in the enforcement of all rules and regulations provided in this article. The
	Commission shall cooperate with the department in the control of all fishing in the
	waters, including all backwaters, of the Catawba and Wateree Rivers within said counties
	except waters lying more than one hundred yards south of the Wateree Dam in Kershaw
	County.
	HISTORY: 1962 Code Section 28-1013; 1952 Code Section 28-1013; 1949 (46) 335; 1952
	(47) 2890; 1972 (57) 2431; 1993 Act No. 181, Section 1267.
	Presented and waiting approval
approved by	
Board/Commission	
Other agencies	None
potentially	
impacted	(

Example 3 - Format for law change recommendation

The information in the example may not be accurate and is used for illustrative purposes only.

Law	SC Code Section 56-5-2945(D). Offense of felony driving under the influence; penalties; "great bodily injury" defined.
Summary of current law	Where money for fines must be placed.
Agency's rationale for revision	Modify. This accounting is performed internally by DMV on its Phoenix system for all transactions involving licensing, titling, and vehicle registrations.
Agency's law recommendation Number from PER	2
Agency's recommended language	SECTION 56-5-2945. Offense of felony driving under the influence; penalties; "great bodily injury" defined. (A) A person who, while under the influence of alcohol, drugs, or the combination of alcohol and drugs, drives a motor vehicle and when driving a motor vehicle does any act forbidden by law or neglects any duty imposed by law in the driving of the motor vehicle which act or neglect proximately causes great bodily injury or death to another person, guilty of the offense of felony driving under the influence, and, upon conviction, must be punished: (1) by a mandatory fine of not less than five thousand one hundred dollars nor more that ten thousand one hundred dollars and mandatory imprisonment for not less than thirty days nor more than fifteen years when great bodily injury results; (2) by a mandatory fine of not less than ten thousand one hundred dollars nor more that twenty-five thousand one hundred dollars and mandatory imprisonment for not less than one year nor more than twenty-five years when death results. A part of the mandatory sentences required to be imposed by this section must not be suspended, and probation must not be granted for any portion. (B) As used in this section, "great bodily injury" means bodily injury which creates a substantial risk of death or which causes serious, permanent disfigurement, or protracted loss or impairment of the function of any bodily member or organ. (C)(1) The Department of Motor Vehicles shall suspend the driver's license of a person who is convicted pursuant to this section. For suspension purposes of this section, convictions arising out of a single incident must run concurrently. (2) After the person is released from prison, the person shall enroll in the Ignition interlock Device Program pursuant to Section 56-5-2941, end the suspension, and obtai an ignition interlock restricted license pursuant to Section 56-1-400. The ignition interlock Device Program pursuant to Section 56-5-2941, end the suspension, and obtai an ignition interlock restricted
Presented and approved by Board/Commission	Section 11, eff October 1, 2014. Not yet presented to Board
Other agencies potentially impacted	Department of Motor Vehicles

VII. Additional Documents to Submit

A. Reports

Question 20

Please provide an updated version of the Reports Template from the Accountability Report. In the updated version, please do the following:

- a. Add any reports necessary so the chart is current as of the date of submission of the Program Evaluation Report and include:
 - Audits performed on the agency by external entities, other than Legislative Audit Council, State Inspector General, or State Auditor's Office, during the last five years;
 - ii. Audits performed by internal auditors at the agency during the last five years;
 - iii. Other reports, reviews or publications of the agency, during the last five years, including fact sheets, reports required by provisos, reports required by the federal government, etc.; and
- b. Include the website link for each document in the "Method to Access the Report" column, if website link is available. If website link is not available, enter the method by which someone from the public could access the report. If the method is to call or send a request to the agency, please specify to whom the request must be sent and any details the individual must include in the request.
- c. Submit an electronic copy of any internal audits that are not posted online.

Agency Personnel Responsible
<u>Instructions</u>
If an electronic copy of an internal audit in response to 18(c) should be subm

If an electronic copy of an internal audit in response to 18(c) should be submitted, please save the document as follows (120 character limit): Name of Audit - Topics included in audit - (date audit was drafted/submitted)

B. Organizational Charts

Question 21

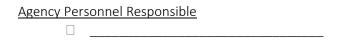
Please submit electronic copies of the agency's organizational chart for the current year and as many years back as the agency has readily available.

Agency Personnel Responsible
<u>Instructions</u> Please save the documents as follows: Organization Chart - <i>Agency Name (Year applicable)</i>

C. Glossary of Terms

Question 22

Please submit a Word document that includes a glossary of terms, including, but not limited to, acronyms used by the agency.



Instructions

Please save the document as follows: Glossary provided by Name of Agency (Month Date, Year)

Example 1 - Format for glossary of terms

The information in the example may not be accurate and is used for illustrative purposes only.

Commission for the Blind - Glossary of Terms

Term, Phrase or Acronym	Meaning of the Term, Phrase or Acronym
SCCB	South Carolina Commission for the Blind
VR	Vocational Rehabilitation

VIII. Feedback (optional)

Question 23

Question 25
What other questions may help the Committee and public understand how the agency operates, budgets, and performs?
Agency Personnel Responsible
Question 24 What are the best ways for the Committee to compare the specific results the agency obtained with the resources the agency invested?
Agency Personnel Responsible
Question 25 What changes to the report questions, format, etc., would agency representatives recommend? Agency Personnel Responsible
Question 26 What benefits do agency representatives see in the public having access to the information in the report?
Agency Personnel Responsible
Question 27 What are two-three things agency representatives could do differently next time (or it could advise other agencies to do) to complete the report in less time and at a lower cost to the agency?
Agency Personnel Responsible
Question 28 Please provide any other comments or suggestions the agency would like to provide.
Agency Personnel Responsible

Legislative Oversight Committee

South Carolina House of Representatives Post Office Box 11867 Columbia, South Carolina 29211

Telephone: (803) 212-6810 • Fax: (803) 212-6811



Word Template

Program Evaluation Report

January, 2018

PROGRAM EVALUATION REPORT

JANUARY 2018

The contents of this report are considered sworn testimony from the Agency Director.

Insert Agency Name

Date of Submission: Insert Date

Agency Director
Name:
Start Date:
Number of Years as Agency Head:
Number of Years at Agency:
Email:

Primary Agency Staff Contact for Oversight Study

Name: Phone: Email:

Main Agency Contact Information

Phone: Email:

Mailing Address:

Agency Online Resources

Website address:

Online Quick Links:

Please provide any links to the agency website agency representatives would like listed in the report for the benefit of the public.

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Please type responses to each question directly below the question. For the questions which ask agency representatives to complete an Excel chart, please complete the chart and attach it to the end of this document when submitting the Adobe (.pdf) version.

I. Agency Snapshot

A. Successes and Issues

- 1. What are 3-4 agency successes?
- 2. What are 3-4 agency challenges? These may include things agency representatives already have a plan to improve.
- 3. What are 3-4 emerging issues agency representatives anticipate having an impact on agency operations in the upcoming five years?

B. Records Management

- 4. Is the agency current with transferring records, including electronic ones, to the Department of Archives and History? If not, why?
- 5. Please provide the Committee a copy of the agency's records management policy. If the agency does not have a records management policy, what is the agency's plan to create one?

II. Agency Legal Directives, Plan & Resources (Study Step 1: Agency Legal Directives, Plan and Resources)

A. History

6. Please provide the major events history of the agency by year, from its origin to the present, in a bulleted list. Include the names of each director with the year the director started and major events (e.g., programs added, cut, departments/divisions changed, etc.).

B. Governing Body

7. Please provide information about the body that governs the agency, if any, and to whom the agency head reports. Explain what the agency's enabling statute outlines about the agency's governing body (e.g., board, commission, etc.), including, but not limited to: total number of individuals in the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; the names of the individuals currently on the governing body, date elected/appointed, and term number; duties of the governing body and any other requirements or nuances about the body which the agency believes is relevant to understanding how it and the agency operate. If the governing body operates differently than outlined in statute, please describe the differences.

C. Internal Audit Process

8. Please provide information about the agency's internal audit process, including: whether the agency has internal auditors; a copy of the internal audit policy or charter; the date the agency first started performing audits; the positions of individuals to whom internal auditors report; the general subject matters audited; the position of the person who makes the decision of when an internal audit is conducted; whether internal auditors conduct an agency-wide risk assessment routinely; whether internal auditors routinely evaluate the agency's performance measurement and improvement systems; the total number of audits performed in the last five fiscal years; and the date of the most recent Peer Review or Self-Assessment by the SC State Internal Auditors Association or other entity (if other entity, name of that entity).

D. Laws

9. Please complete the Laws Chart tab in the attached Excel document.

E. Deliverables

- 10. Please complete the Deliverables Chart tab in the attached Excel document.
- 11. Please complete the Deliverables Potential Harm Chart tab in the attached Excel document.

F. Organizational Units

12. Please complete the Organizational Units Chart tab in the attached Excel document.

III. Agency Resources and Strategic Plan

- 13. Please complete the Comprehensive Strategic Finances Chart tab in the attached Excel document, to provide the Committee information on how the agency spent its funding in 2016-17.
- 14. Please provide the following information regarding the amount of funds remaining at the end of each year that the agency had available to use the next year (i.e., in 2011-12, insert the amount of money left over at the end of the year that the agency was able to carry forward and use in 2012-13), for each of the last five years.

Year	2012-13	2013-14	2014-15	2015-16	2016-17
Amount Remaining at end of	State:	State:	State:	State:	State:
year that agency could use	Other:	Other:	Other:	Other:	Other:
the next year	Federal:	Federal:	Federal:	Federal:	Federal:

IV. Performance (Study Step 2: Performance)

- 15. Please complete the Performance Measures Chart tab in the attached Excel document.
- 16. After completing the Performance Measure Chart, please pick three agency deliverables and provide the following information for each:
 - What is the ideal benchmark outcome? How did the agency determine this to be the benchmark outcome?
 - What, if any, entity (i.e., a local/state/federal government entity or a private entity in SC or another state) is the best at meeting that standard?
 - Why does the agency consider that entity the best (most efficient, obtains best outcomes, efficient and obtains best outcomes, obtains best outcomes with limited resources, etc.)?
 - Actions taken by the agency to obtain ideas on processes or best practices that will allow the agency to continually improve.

V. Strategic Plan Summary

17. Please complete the Comprehensive Strategic Plan Summary Chart tab in the attached Excel document.

VI. Agency Ideas/Recommendations (Study Step 3: Recommendations)

A. Internal Changes

- 18. Please list any ideas agency representatives have for internal changes at the agency that may improve the agency's efficiency and outcomes. These can be ideas that are still forming, things agency representatives are analyzing the feasibility of implementing, or things agency representatives already have plans for implementing. For each, include as many of the following details as available:
 - a. Stage of analysis;
 - b. Board/Commission approval;
 - c. Performance measures impacted and predicted impact;
 - d. Impact on amount spent to accomplish the objective(s); and
 - e. Anticipated implementation date.

B. Law Changes

- 19. Please review the laws chart to determine ways agency operations may be less burdensome, or outcomes improved, from changes to any of the laws. Also, check if any of the laws are archaic or no longer reflect agency practices. Afterward, list any laws the agency recommends the Committee further evaluate. For each one, include the information below.
 - a. Law number and title;
 - b. Summary of current law;
 - c. Recommendation (eliminate, modify, or add new law) and rationale for recommendation;
 - d. Law recommendation number;
 - e. Wording of law, with recommended change provided in strike through and underline;
 - f. Presented and approved by Board/Commission; and
 - g. Other agencies that may be impacted by revising, eliminating, or adding the law.

VII. Additional Documents to Submit

A. Reports

- 20. Please provide an updated version of the Reports Template from the Accountability Report. In the updated version, please do the following:
 - a. Add any reports necessary so the chart is current as of the date of submission of the Program Evaluation Report and include:
 - i. Audits performed on the agency by external entities, other than Legislative Audit Council, State Inspector General, or State Auditor's Office, during the last five years;
 - ii. Audits performed by internal auditors at the agency during the last five years;
 - iii. Other reports, reviews or publications of the agency, during the last five years, including fact sheets, reports required by provisos, reports required by the federal government, etc.; and
 - b. Include the website link for each document in the "Method to Access the Report" column, if website link is available. If website link is not available, enter the method by which someone from the public could access the report. If the method is to call or send a request to the agency, please specify to whom the request must be sent and any details the individual must include in the request.
 - c. Submit an electronic copy of any internal audits that are not posted online.

B. Organizational Charts

21. Please submit electronic copies of the agency's organizational chart for the current year and as many years back as the agency has readily available.

C. Glossary of Terms

22. Please submit a Word document that includes a glossary of terms, including, but not limited to, acronyms used by the agency.

VIII. Feedback (Optional)

After completing the Program Evaluation, please provide feedback to the Committee by answering the following questions:

- 23. What other questions may help the Committee and public understand how the agency operates, budgets, and performs?
- 24. What are the best ways for the Committee to compare the specific results the agency obtained with the resources the agency invested?
- 25. What changes to the report questions, format, etc., would agency representatives recommend?
- 26. What benefits do agency representatives see in the public having access to the information in the report?
- 27. What are two-three things agency representatives could do differently next time (or it could advise other agencies to do) to complete the report in less time and at a lower cost to the agency?
- 28. Please provide any other comments or suggestions the agency would like to provide.

Agency Responding	Department of Revenue
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					Custo	mer/Client	Deliverable
Item#	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
1	Title 1	State		Administration of Government			
	1-23-320		Statute	SCDOR must treat as a contested case the contested assessment of a penalty, and the contested denial, suspension or revocation of an ABL or Bingo license.	Yes		Yes
2	Title 2 2-41-50	State State	Statute	General Assembly SCDOR must provide support to Joint Committee on Taxation and House Ad Hoc Tax Study Group.	Yes		Yes
3	Title 3 3-11-400(C)(3)(b)(i)	Federal Federal	Statute	U.S. government, Agreements and Regulations SCDOR must develop the form and format to report the average daily percentage of winnings to losses by gambling vessels. SCDOR must perform an annual audit to verify the accuracy of the reports.	Yes		Yes
	3-11-400(C)(3)(b)(iii)	Federal	Statute	SCDOR must make the information reported from gambling vessels available on a quarterly basis to: the county or municipality from which the gambling vessel originates, the general public, the Governor, President Pro Tempore of the Senate and the Speaker of the House.	Yes		Yes
4	Title 4	State		Counties			
	4-10-90(A)	State	Statute	SCDOR shall administer and collect the local sales and use tax in the manner that statewide sales and use taxes are collected and administered. (Local Option Sales Tax)	Yes		Yes
	4-10-90(C)	State	Statute	SCDOR shall furnish data to the State Treasurer and to the governing bodies of the counties and municipalities receiving revenues for the purpose of calculating distributions and estimating revenue. The information which may be supplied to counties and municipalities includes, but is not limited to, gross receipts, net taxable sales, and tax liability by taxpayers. (Local Option Sales Tax)	Yes		Yes
	4-10-350	State	Statute	SCDOR must administer and collect the Capital Project Sales Tax in the same manner that other sales and use taxes are collected.	Yes		Yes
	4-10-370	State	Statute	SCDOR shall furnish data to the State Treasurer and to the governing bodies of the counties and municipalities receiving revenues for the purpose of calculating distributions and estimating revenue (Capital Project Sales	Yes		Yes
	4-10-450	State	Statute	Tax) SCDOR shall furnish data to the State Treasurer and to a school district and others receiving tax revenues pursuant to this article for the purpose of calculating distributions and estimating revenues. (Education Capital Improvement Sales Tax)	Yes		Yes

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	4-10-770	State	Statute	SCDOR must administer and collect the special local option sales and use tax for local property tax credits, if imposed by a county, in the same manner that other sales and use	Yes		Yes
	4-10-930	State	Statute	taxes are collected. SCDOR shall accept for filing a certified copy of an ordinance or referendum results reducing or repealing the fee and that reduction or repeal applies to Capital Project	Yes		Yes
	4-10-960	State	Statute	Sales Tax. SCDOR shall furnish data to the State Treasurer and to the municipal treasurers receiving revenues for the purpose of	Yes		Yes
	4-12-30 (O)(8)	State	Statute	calculating distributions and estimating revenues. SCDOR shall develop applicable forms and procedures for	Yes		Yes
	4-12-30(B)(3)	State	Statute	handling and processing extension requests. SCDOR shall designate by December 31st of each year the counties qualifying for the reduced fee-in-lieu threshold	Yes		Yes
	4-12-30(D)(2)(a)(i)	State	Statute	requirement. In certain special instances, SCDOR must determine the value of property subject to the fee-in-lieu of taxes.	Yes		Yes
	4-29-67 (S)(7)	State	Statute	SCDOR shall develop applicable forms and procedures for handling and processing industrial development extension requests.	Yes		Yes
	4-29-67(D)(2)(a)(iii)	State	Statute	SCDOR must determine a fair market value estimate of the value of the property using the procedure in the statute and must determine the value of real property subject to the fee under certain conditions. In certain special instances, SCDOR must determine the value of property	Yes		Yes
	4-37-30 (A)(8)	State	Statute	The tax levied pursuant to this section must be administered and collected by SCDOR in the same manner	Yes		Yes
	4-37-30 (A)(16)	State	Statute	that other sales and use taxes are collected. SCDOR shall furnish data to the State Treasurer and to the counties receiving revenues for the purpose of calculating distributions and estimating revenues. The information which must be supplied to counties and municipalities upon request, includes, but is not limited to, gross receipts, net taxable sales, and tax liability by taxpayers. (Transportation	Yes		Yes
5	Title 6	State		Local Government - Provisions Applicable to Special Purpose Districts and Other Political Subdivisions			

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	6-1-85 (A)	State	Statute	SCDOR to provide assessed values and fair market values of properties collected in accordance with 59-20-20 to the Division of Budget and Analyses of the SC Budget and	Yes		Yes
	6-1-810	State	Statute	Control Roard. SCDOR shall share data helpful to both the department and the implementing jurisdiction regarding the enforcement of accommodation tax laws (Fairness in Lodging Acts).	Yes		Yes
	6-1-825	State	Statute	SCDOR shall identify websites containing 'rent by owner' vacation rental opportunities and request them to post a statement on the website that the owner of South Carolina rental properties is required to be licensed and to collect applicable local and state fees and taxes	Yes		Yes
6	7itle 8 8-21-790	State State	Statute	Public Officers and Employees This section allocates fees paid by probated estates to the office of the probate court.	Yes		Yes
/	Title 10 10-1-140	State State	Statute	Public Buildings and Property Supervises fixed asset accountability in support of the Director's duty, stated here, to control property of SCDOR.	Yes		Yes
8	Title 11	State		Public Finance			
	11-9-820 (A)(4)	State	Statute	Designates representative of SCDOR who shall serve exofficio as a nonvoting member of BEA.	Yes		Yes
	11-9-825	State	Statute	The BEA must be supplemented by one professional from the staff of SCDOR.	Yes		Yes
	11-11-10	State	Statute	SCDOR shall furnish information as requested from the Budget and Control Board, and shall be present at all hearings before the committees having charge of the appropriations in the Senate and the House.	Yes		Yes
	11-11-150	State	Statute	SCDOR redistributes funds received in accordance with this section.	Yes		Yes
	11-11-350	State	Statute	Each state agency receiving in the aggregate one percent or more of the state's general fund appropriations for any fiscal year shall provide to the Office of State Budget an estimate of its planned general fund expenditures for the next three fiscal years	Yes		Yes
	11-35-45(C)	State	Statute	SCDOR shall cooperate with the Office of the Comptroller General to assist that Office's mandates for proper and timely payments of debts, due and owing, of this State.	Yes		Yes

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	11-44-70 (A)	State	Statute	SCDOR shall provide for the manner in which the angel investor application is to be submitted and shall review the application and tentatively approve the application upon determining that it meets the requirements of this chapter.	Yes		Yes
	11-44-70 (B)	State	Statute	SCDOR shall provide tentative approval of the application by the date provided in subsection (C).	Yes		Yes
	11-44-70 (C)	State	Statute	SCDOR shall notify each qualified investor of the tax credits tentatively approved and allocated to the qualified investor by January 31st of the year after the application was submitted. If the credit amounts on applications filed with SCDOR exceed the maximum aggregate limit of tax credits, then the tax credit must be allocated among the angel investors who filed a timely application on a pro rata basis, based upon the amounts otherwise allowed by this chapter.	Yes		Yes
	11-44-70(D)	State	Statute	SCDOR shall report by March 31st each year to the House Ways and Means Committee, the Senate Finance Committee, and the Governor, by county, the number of angel investor tax credits SCDOR has received, the number of applications approved and the tax credits approved. The report must be available in a conspicuous place on SCDOR	Yes		Yes
	11-47-20(j)	State	Statute	SCDOR shall ascertain the amount of State excise tax paid on cigarettes sold within South Carolina. It is inferred that this information will be reported to the S.C. Attorney General.	Yes		Yes
9	Title 12	State		Taxation			
9.1	Title 12, Chapter 4			The South Carolina Department of Revenue, Department			
	12-4-10	State	Statute	Organization SCDOR must administer and enforce SC revenue laws, licensing and regulation of alcoholic liquors, beer and wine, and assess penalties for violations, and other laws	Yes		Yes
	12-4-310(1)	State	Statute	specifically assigned. SCDOR shall hold meetings, as considered necessary. The department may hold meetings, transact business, or conduct investigations at any place necessary; however, its	Yes		Yes
	12-4-310(2)	State	Statute	primary office is in Columbia. SCDOR shall formulate and recommend legislation to enhance uniformity, enforcement, and administration of the tax laws, and secure just taxation and improvements in the system of taxation.	Yes		Yes

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	12-4-310(3)	State	Statute	SCDOR shall consult and confer with the Governor upon the subject of taxation, the administration of the laws, and the progress of the work of the department, and furnish the Governor reports, assistance, and information he may require	Yes		Yes
	12-4-310(4)	State	Statute	require SCDOR shall prepare and publish, annually, statistics reasonably available with respect to the operation of the department, including amounts collected, and other facts it considers pertinent and valuable.	Yes		Yes
	12-4-310(5)	State	Statute	SCDOR shall make available to the authorities of a political subdivision information reported to SCDOR pursuant to the requirements of Chapter 36 of this title of businesses licensed under Section 12-36-510 in the requesting political	Yes		Yes
	12-4-310(6)	State	Statute	subdivision (Accommodations Tax) SCDOR shall hire all necessary personnel, including officers, agents, deputies, experts, and assistants, and assign to them duties and powers as the department prescribes	Yes		Yes
	12-4-310(7)	State	Statute	SCDOR shall require those of its officers, agents, and employees it designates to give bond for the honest performance of their duties in the sum and with the sureties it determines; and all premiums on the bonds must	Yes		Yes
	12-4-310(8)	State	Statute	he paid by the department SCDOR shall pay travel expenses, purchase, or lease all necessary facilities, equipment, books, periodicals, and supplies for the performance of its duties	Yes		Yes
	12-4-310(9)	State	Statute	SCDOR shall exercise and perform other powers and duties as granted to it or imposed upon it by law	Yes		Yes
	12-4-310(10)	State	Statute	SCDOR shall make gross receipts or net taxable sales figures reported to SCDOR available to municipalities or counties levying a tax based on gross receipts or net taxable sales. Income tax records are made available only after SCDOR is satisfied that gross receipts reported to the municipality or county were less than the gross receipts as indicated by	Yes		Yes
	12-4-310(11)	State	Statute	SCDOR provide data and assistance to municipalities and counties in which Article 8, Chapter 1, Title 6, the Fairness in Lodging Act, is implemented.	Yes		Yes

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	12-4-360	State	Statute	SCDOR shall verify, when requested by the Retirement System of the State Budget and Control Board, information on individual income tax returns to assist the retirement system in ascertaining if an individual receiving disability benefits has gainful employment for which he is receiving	Yes		Yes
	12-4-375	State	Statute	SCDOR may retain the first \$150,000 from bankruptcy operations to defray administrative costs. Any remaining	Yes		Yes
	12-4-377 12-4-380	State	Statute Statute	revenue shall be remitted to the general fund. SCDOR must maintain adequate records accounting for the receipt of funds from the sale of confiscated alcoholic beverages. This revenue shall be deposited to the General Fund after deducting costs. SCDOR shall report to the Chairman of the Senate Finance	Yes		Yes
	12 + 300	State	Statute	Committee and the Chairman of the House Ways and Means Committee, within 30 days of final settlement, the details of all tax liabilities reduced by order of the director.	Yes		Yes
	12-4-385	State	Statute	SCDOR shall notify appropriate licensing divisions of LLR about changes in policy.	Yes		Yes
	12-4-387	State	Statute	SCDOR shall use available personnel to conduct audits involving all taxes to help promote voluntary compliance and collect dollars for the general fund.	Yes		Yes
	12-4-388 (C)	State	Statute	SCDOR shall impose a \$35 fee for each informal nonbinding letter concerning eligibility for infrastructure credits. These fees must be retained and used in budgeted operations.	Yes		Yes
	12-4-388 (D)	State	Statute	SCDOR is authorized to impose a \$45 fee for entering into installment agreements for the payment of tax liabilities. The fee shall be used in budgeted operations.	Yes		Yes
	12-4-390 (C)	State	Statute	SCDOR is required to pay for annual costs to maintain a legislatively mandated requirement (license or professional	Yes		Yes
	12-4-393	State	Statute	designation) for employment by SCDOR. SCDOR is authorized to contract with private industry to establish data mining and data warehousing capabilities to	Yes		Yes
	12-4-510(2)	State	Statute	enhance compliance and collections. In order to administer effectively the equitable assessment of property for taxation, SCDOR shall make the levy upon the assessed value of property subject to tax necessary to raise the annual appropriations made by the General Assembly as it relates to private carlines and flight	Yes		Yes

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	12-4-520(1)	State	Statute	SCDOR shall call meetings of all county assessors, to provide instruction as to the law governing the assessment and taxation of all classes of property. SCDOR shall formulate and prescribe rules to govern assessors and county boards of tax appeals in the discharge of their duties.	Yes		Yes
	12-4-520(2)	State	Statute	SCDOR shall confer with, advise, and direct assessors and county boards of tax appeals as to their duties.	Yes		Yes
	12-4-520(4)	State	Statute	SCDOR shall examine, as often as annually, the books, papers, and accounts of assessors, auditors, treasurers, and tax collectors, with a view to protecting the interest of the State, counties, and other political subdivisions, and	Yes		Yes
	12-4-520 (5)	State	Statute	rendering these officers aid or instruction SCDOR shall require county auditors to place upon the assessment rolls omitted property that may have escaped taxation in the current or previous years.	Yes		Yes
	12-4-530(1)	State	Statute	SCDOR shall examine cases in which the laws relating to the valuation, assessment, or taxation of property is complained of, or discovered to have been evaded or	Yes		Yes
	12-4-530(2)	State	Statute	violated in any manner. SCDOR shall require the Attorney General or circuit solicitor to assist in the commencement and prosecutions of actions and proceedings for penalties, forfeitures, removals, and punishment for violation of the laws in respect to the assessment and taxation of property.	Yes		Yes
	12-4-530(3)	State	Statute	SCDOR shall direct proceedings, actions, and prosecutions to be instituted to enforce the laws relating to penalties, liabilities, and punishment of public officers and officers and agents of corporations for failure or neglect to comply with the provisions of the laws governing the assessment and taxation of property and the rules of SCDOR.	Yes		Yes
	12-4-530(4)	State	Statute	SCDOR shall cause complaints to be made against assessors, county boards of tax appeal, or other assessing and taxing officers to the property authority for their removal from office for official misconduct or neglect of duty.	Yes		Yes

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	12-4-540(A)	State	Statute	SCDOR has sole responsibility for the appraisal, assessment, and equalization of the taxable values of corporate headquarters, corporate office facilities, and distribution facilities and of the real and personal property owned, used, or leased by manufacturing, railway, private carline, airline, water, heat, light and power, telephone, cable television, sewer, pipeline, and mining businesses in the conduct of their business. SCDOR has sole responsibility for the appraisal, assessment, and equalization of the taxable values of the personal property of merchants.	Yes		Yes
	12-4-540(D) 12-4-540(F)	State State	Statute Statute	SCDOR shall assess all real and personal property, leased or used, to the owner, except as otherwise provided. SCDOR shall certify the corrected assessment for property	Yes		Yes
	12 13 18(1)	State	Statute	not returned, or incorrectly returned or assessed, to the county auditor of the county where the property is located, after the expiration of the appeal period.	Yes		Yes
	12-4-550(1)	State	Statute	SCDOR shall require municipal, county, and other public officers to report information as to the assessment of property, collection of taxes, receipts from licenses and other sources, and information necessary in the work of	Yes		Yes
	12-4-550(2) 12-4-560	State	Statute	SCDOR shall require all persons to furnish information concerning their capital, bonded or other debts, current assets and liabilities, value of property, earnings, operating and other expenses, taxes, and other facts necessary for SCDOR to ascertain the value and relative tax burden borne by all kinds of property SCDOR shall prepare appropriate manuals, guides, and	Yes		Yes
	12-4-360	State	Statute	other aids for the equitable assessment of all properties and prepare suitable forms for an adequate listing and	Yes		Yes
	12-4-710	State	Statute	description of property by groups and classes. SCDOR shall determine if any property qualifies for exemption from local property taxes under Section 12-37-220, except for the exemption provided by 12-37-220(A)(9) (homestead for 65 and older, disabled, or blind) in accordance with the Constitution and general laws. This determination must be made on an annual basis and the appropriate county official advised by SCDOR by June first	Yes		Yes

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	12-4-730	State	Statute	SCDOR shall certify a property tax exemption on real and personal property to the auditor's office for those approved.	Yes		Yes
9.2	Title 12, Chapter 6			South Carolina Income Tax: SCDOR's Administration, Annual Adjustment to Income Tax Brackets, Tax Credit Administration, Eligibility and Certification Procedures.			
	12-6-20	State	Statute	SCDOR shall administer and enforce the taxes imposed by Chapter 6 (SC Income Tax Act.) SCDOR shall make and publish rules and regulations necessary to enforce this chapter.	Yes		Yes
	12-6-520	State	Statute	Annually by December 15, SCDOR shall adjust the taxable income brackets by One Half (2) of the adjustment made pursuant to IRC Section 1(f), but limited to one-half the adjustment of IRC Section 1 (f) and limit the adjustment to Four (4%) percent and round off to the nearest Ten	Yes		Yes
	12-6-1140(10)	State	Statute	(\$10 not dollars SCDOR must approve forms by which certifications must be filed by members of the State Guard and other officers eligible for a deduction.	Yes		Yes
	12-6-3360 (B)	State	Statute	SCDOR shall rank and designate the state's counties for purposes of the jobs tax credit.	Yes		Yes
	12-6-3360(I)	State	Statute	The appropriate agency involved with the jobs tax credit shall determine if qualifying net increases or decreases have	Yes		Yes
	12-6-3360 (J)	State	Statute	occurred related to iobs. SCDOR shall prescribe certification procedures to ensure taxpayers can claim credits in future years even if a particular county's classification is changed.	Yes		Yes
	12-6-3367 (D)	State	Statute	SCDOR shall prescribe certification procedures to ensure taxpayers may qualify for a corporate tax moratorium in future years even if a particular county is removed from the	Yes		Yes
	12-6-3375	State	Statute	list of qualifying counties. SCDOR must prescribe the manner in which a taxpayer shall claim a credit for increasing its port cargo volume.	Yes		Yes
	12-6-3381	State	Statute	SCDOR must prescribe a form in order to claim the maximum \$50 tax credit for costs associated with marriage	Yes		Yes
	12-6-3588	State	Statute	counseling. SCDOR shall determine the proof necessary to meet the requirements of the Clean Energy Tax Incentive Credit. SCDOR must certify the qualifying expenditures for the credit.	Yes		Yes

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	12-6-3600	State	Statute	SCDOR shall prescribe an application form and procedures for claiming a credit for use of an ethanol facility. The credits under this section must be approved by SCDOR.	Yes		Yes
	12-6-3620	State	Statute	The Department of Revenue may require any documentation that it deems necessary to administer the biomass income tax credit, including, but not limited to, documentation relating to certifying the costs incurred by a taxpayer. The Department of Revenue shall consult with the State Energy Office or any other appropriate state and federal officials on standards for certification.	Yes		Yes
	12-6-3622	State	Statute	Fire sprinkler system credit is claimed on a form developed by SCDOR.	Yes		Yes
	12-6-3780	State	Statute	If the preventative maintenance refundable income tax credit claimed in a tax year is less than the amounts transferred to SCDOR, then the excess shall revert back	Yes		Yes
	12-6-3910 (A) 12-6-5060(B)	State State	Statute Statute	from SCDOR to the Safety Maintenance Account. SCDOR must prescribe forms for estimated taxes. SCDOR must put a check off list on all individual income tax	Yes		Yes
				returns. The instructions to the income tax form must contain a description of the purposes for which the funds were established and the use of the monies from the income tax contributions	Yes		Yes
	12-6-5060(C)	State	Statute	SCDOR shall determine and report at least annually to the appropriate agency the fund amount of contributions. SCDOR shall transfer the appropriate amount to each fund at the earliest possible time. The incremental cost of collection must be retained by SCDOR for contributions.	Yes		Yes
	12-6-5590(E)	State	Statute	SCDOR shall examine the substance, rather than merely the form, of contributions qualifying as a qualified conservation contribution.	Yes		Yes
9.3	Title 12, Chapter 8			Income Tax Withholding: SCDOR's administrative responsible	lities		
	12-8-520 (A)	State	Statute	Employers withhold based on tables and rules promulgated by SCDOR.	Yes		Yes
	12-8-590 (A)	State	Statute	SCDOR is to prescribe forms and provide for the manner in which withholding is to be conducted for distributions to non-resident shareholders of corporations and non-resident partners of partnerships.	Yes		Yes

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					Custo	mer/Client	Deliverable
Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	12-8-1530 (A)	State	Statute	SCDOR is required to develop forms to have taxpayers file for withholding and non-resident withholding and to process withholding returns.	Yes		Yes
9.4	Title 12, Chapter 10			Enterprise Zone Act of 1995. SCDOR's administrative and audit responsibilities in coordination with the State Rural Infrastructure Fund.			
	12-10- 80(A)(11)	State	Statute	SCDOR shall audit each qualifying business with claims in excess of ten thousand dollars in a calendar year at least once every three years to verify proper sources and uses of the funds. SCDOR shall impose a penalty for all reports filed	Yes		Yes
	12-10-80(E)	State	Statute	after June thirtieth SCDOR is required to remit the appropriate amount of funds to the State Rural Infrastructure Fund.	Yes		Yes
	12-10-82	State	Statute	SCDOR must create a form for a taxpayer to make an election to assign job development credits to a designated trustee.	Yes		Yes
	12-10-85(A)	State	Statute	Funds received by SCDOR for the State Rural Infrastructure Fund must be deposited in the State Rural Infrastructure Fund of the Council.	Yes		Yes
	12-10-88(B)	State	Statute	SCDOR shall remit the redevelopment fees for each calendar quarter for which the Redevelopment Authority	Yes		Yes
	12-10-95(I)(2)	State	Statute	provides a timely statement with required information. SCDOR must audit any business that claimed the job retraining credit every three years solely for the purpose of verifying proper sources and uses of the credit.	Yes		Yes
9.5	Title 12, Chapter 20			Corporate License Fees, SCDOR's Corporate Infrastructure Credit report due to the General Assembly.			
	12-20-105 (H)	State	Statute	SCDOR shall report to Sen. Finance, House Ways and Means and Dept. of Commerce history of license tax credit allowed for utilities pursuant to this section.	Yes		Yes
9.6	Title 12, Chapter 21			Stamp and Business License Tax: SCDOR 's administrative responsibilities for the Tobacco Stamp Tax, Bingo Licensing and Admissions Tax.			
	12-21-670	State	Statute	SCDOR shall issue a license for sale of tobacco products upon receipt of application, and SCDOR shall produce forms for this purpose.	Yes		Yes

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Date of Submission	

					Custo	mer/Client	Deliverable
Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	12-21-735	State	Statute	SCDOR shall prescribe, prepare and furnish stamps for cigarette tax. The Department must designate the type of stamps to be applied and the method of purchasing stamps. The Department must report to the Chairman of Senate Finance and House Ways and Means the costs incurred by the Department associated with the operation of the cigarette tax stamp program by March 15th of each year.	Yes		Yes
	12-21-1050	State	Statute	SCDOR shall prescribe forms for the collection of the beer and wine license tax.	Yes		Yes
	12-21-1060	State	Statute	SCDOR shall allow a discount of 2% to the wholesaler on the amount of tax reported monthly on timely filed returns.	Yes		Yes
	12-21-1120	State	Statute	The taxes and fees provided by this article must be paid to and collected by SCDOR and deposited to the general fund of this state.	Yes		Yes
	12-21-1130	State	Statute	SCDOR shall transfer to the special school account from any unallocated funds the State's portion from the sale of beer or wine.	Yes		Yes
	12-21-2420(16	5)ı State	Statute	SCDOR shall allocate proceeds to the Department of Natural Resources from admissions to fishing piers.	Yes		Yes
	12-21-2450	State	Statute	SCDOR shall issue licenses to operate a place of amusement upon receipt of application.	Yes		Yes
	12-21-2720	State	Statute	Machine owners shall apply for and SCDOR shall issue licenses for all coin operated devices.	Yes		Yes
	12-21-2720E	State	Statute	SCDOR shall collect increased fees on Class 2 coin-operated machines for purposes of funding SLED operations, and these funds are sent to SLED to offset the cost of video	Yes		Yes
	12-21-2742	State	Statute	gaming enforcement. SCDOR must seize and confiscate any unlicensed equipment and then SCDOR must sell equipment at public auction.	Yes		Yes
	12-21-2744	State	Statute	Owners of property seized by SCDOR may file a cash bond within 5 days of the seizure. Within 10 days, the equipment owner must bring legal action to have seizure set aside; otherwise SCDOR must declare the bond filed for	Yes		Yes
	12-21-3940 (A)(State	Statute	SCDOR will make the determination if an organization is qualified to hold a bingo license. SCDOR shall prescribe	Yes		Yes
	12-21-3950(B)	State	Statute	application forms. SCDOR has forty-five days to approve or reject a bingo application based on the requirements.	Yes		Yes

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		•			Customer/Client		Deliverable
Item#	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	12-21-4000 (12) State	Statute	Excess proceeds tax must be remitted to SCDOR. If			
				promoter or organization fail to remit, SCDOR shall suspend	Yes		Yes
	12-21-4190(A)	State	Statute	both licenses. SCDOR shall charge and retain ten cents for each dollar of face value of each bingo card sold for AA,B,D and E licenses and four cents for each dollar of face value of each bingo	Yes		Yes
	12-21-4190(B)(1 State	Statute	card for a C license. SCDOR must make the revenue distribution back to the charity for which the bingo cards were purchased. This			
				distribution must be made by the last day of the next month following the month the revenue was collected.	Yes		Yes
	12-21-4190 (C)	State	Statute	These amounts must be reduced by any delinquent debts as defined in the Setoff Debt Collection Act Revenue derived from Class F licenses shall be distributed pursuant to Section 12-21-4200.	Yes		Yes
	12-21-4200	State	Statute	Allocates Bingo revenue.	Yes		Yes
	12-21-4210	State	Statute	All unused bingo cards must be returned to SCDOR for			
	12-21-4220	State	Statute	refund and destruction. SCDOR shall make refunds on all returned bingo paper. SCDOR shall set the design and requirements of all bingo	Yes Yes		Yes Yes
	42.24.4220	Č. I	61.1.1	cards.	163		163
	12-21-4230	State	Statute	SCDOR must set all bond amounts for all organizations, promoters, manufacturers and distributors of bingo cards.	Yes		Yes
	12-21-4240	State	Statute	SCDOR will license all organizations, promoters, manufacturers and distributors of bingo paper. SCDOR is required to collect annual license fee of \$5000 for	Yes		Yes
	12-21-4270	State	Statute	manufacturers and \$2000 for distributors. Each licensee may obtain cards approved by SCDOR by making application and remitting sixteen and one-half percent of the total face value of the cards purchased. Upon receipt of tax paid SCDOR shall notify a licensed			
				distributor to release the face value of cards requested. SCDOR is required to set forth procedures to ensure cross- checking between manufacturers and distributors and organizations. A quarterly return is required by all	Yes		Yes
	12-21-6530(A)	State	Statute	If a facility qualifies under this article, one-fourth of the admissions tax generated by that facility must be paid by SCDOR to the county or municipality in which the facility is located.	Yes		Yes

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					Custo	mer/Client	Deliverable
Item#	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	12-21-6540(A)	State	Statute	If a facility qualifies under this article, one-fourth of the admissions tax generated by that facility must be paid by	Yes		Yes
	12-21-6550(B)	State	Statute	SCDOR to the special tourism infrastructure fund. SCDOR shall notify the county or municipality in writing if a certification application is approved.	Yes		Yes
9.7	Title 12, Chapter 23			License Taxes on Other Businesses: SCDOR's administrative responsibility of the Electric Power Tax and Hospital Tax			
	12-23-40 12-23-810 (C)	State State	Statute Statute	SCDOR shall administer and shall collect the electric power tax. SCDOR must notify hospitals as to the amount of hospital	Yes		Yes
	12-25-610 (C)	State	Statute	tax due based on calculations from the Department of Health and Human Services.	Yes		Yes
	12-23-815	State	Statute	SCDOR shall issue assessments for the tax based on information provided by the Department of Health and Environmental Control and the Office of Research and	Yes		Yes
	12-23-820	State	Statute	Statistics of the State Budget and Control Board. SCDOR shall administer and enforce provisions of this article, and may promulgate regulations to enforce such			
				provisions. The hospital tax levied pursuant to this article must be collected in accordance with the provisions of Chapter 54 of Title 12	Yes		Yes
9.8				Deed Recording Fee: SCDOR's allocation requirements of the Deed Recording Fee.			
	12-24-95	State	Statute	SCDOR must credit a portion of deed recording fee to SC Conservation Bank Trust Fund. (Repealed Effective 7/1/18)	Yes		Yes
	12-24-90(B)(1)	State	Statute	Allocates to the Heritage Land Trust Fund a portion of the state portion of the Deed Recording Fee collected.	Yes		Yes
	12-24-90(B)(2)	State	Statute	Allocates to the State Housing Authority a portion of the state portion of the Deed Recording Fee collected.	Yes		Yes
9.9		State	Statuta	Motor Fuels Subject to User Fees: SCDOR administrative and allocation requirements.			
	12-28-310 (D)	State	Statute	SCDOR shall permanently increase the amount of the motor fuel user fee by two cents, for a total of twelve cents starting on July 1, 2017 and each July 1st thereafter until after July 1, 2022.	Yes		Yes
	12-28-970 (A)	State	Statute	SCDOR must establish procedures regarding backup user fees related to motor fuel taxes.	Yes		Yes

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Leaw Number						Custo	mer/Client	Deliverable
motor fuel removed from a bulk plant and imported by a tank agon and delivered to as Cade Status agon and status agon agon agon agon agon agon agon agon	Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	who (customer) the agency must or may		deliverable (service or product) the agency must or
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'	12-36-1320	State	Statute	Requires SCDOR to determine the useful life of transient	v		V
	12-36-2110((A)	(State	Statute	construction property in order for use tax on transient construction property to be calculated. Revenue resulting from the increase in the maximum sales tax must be credited to the Infrastructure Maintenance	Yes Yes		Yes Yes
	12-36-2120(57) State	Statute	Trust Fund SCDOR shall publish a yearly list of articles which qualify for	Yes		Yes
	12-36- 2120(65)	State	Statute	the August sales tax holiday. SCDOR shall issue an exemption certificate to the qualifying taxpayer for a sales tax exemption for computer	Yes		Yes
	12-36-2120 (78)	State	Statute	equipment. SCDOR shall issue an appropriate exemption certificate to an organization which researches and tests natural hazards	Yes		Yes
	12-36-2620	State	Statute	per the statute. Allocates proceeds of additional sales tax imposed by the Education Improvement Act.	Yes		Yes
	12-36-2630 12-36-2630(3)	State State	Statute Statute	Specifies Accommodations tax distributions. Fee - The proceeds of the 2% local accommodations tax,	Yes		Yes
				less SCDOR's actual incremental increase in the cost of administration, must be remitted quarterly to the municipality or the county in which it is collected.	Yes		Yes
	12-36-2660	State	Statute	SCDOR shall administer and enforce the provisions of Chapter 36, Title 12. (Accommodations Tax)	Yes		Yes
	12-36-2680	State	Statute	SCDOR shall prescribe an exemption certificate for persons making exempt agricultural purchases.	Yes		Yes
	12-36-2691 (E) State	Statute	SCDOR shall develop on its website information on use tax.	Yes		Yes
9.13	Title 12, Chapter 37			Assessment of Property Taxes: SCDOR's assessment and disbursement requirements for Property Taxes.			
	12-37- 250(A)(4)	State	Statute	SCDOR must approve forms for the homestead exemption. SCDOR shall direct the auditor to notify municipalities of all applications for the homestead exemption within the municipality and the information necessary to calculate the	Yes		Yes
	13-37-250(F)	State	Statute	amount of the exemption SCDOR shall reimburse from funds appropriated for homestead reimbursement the state agency of Vocational Rehabilitation for the actual expenses incurred in making decisions related to disability.	Yes		Yes
	12-37-250(G)	State	Statute	SCDOR shall develop advisory opinions as may be necessary to carry out the homestead exemption provisions.	Yes		Yes

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	12-37-255(C)	State	Statute	SCDOR must withhold from the next disbursement of state funds to a county or municipality the amount of tax and penalties related to improperly granted homestead	Yes		Yes
	12-37-266(A)	State	Statute	exemptions. SCDOR must approve forms used by a trustee who holds legal title to a dwelling in order to apply for a homestead exemption.	Yes		Yes
	12-37-266(B)	State	Statute	SCDOR shall reimburse the taxing entity for the taxes not collected by reason of the homestead exemption.	Yes		Yes
	12-37-270(A)	State	Statute	SCDOR from the Trust Fund for Tax Relief shall annually pay to the county or municipality in which a dwelling is located a sum equal to the taxes not collected because of the homestead exemption. SCDOR is authorized to extend the time not to exceed sixty days for the county or municipality to provide a statement detailing the amount of taxes not collected because of the homestead exemption.	Yes		Yes
	12-37-270(B)	State	Statute	SCDOR shall purchase and distribute the applications for the homestead exemption and the costs must be paid from the trust fund.	Yes		Yes
	12-37-270(C)	State	Statute	SCDOR shall promulgate regulations as necessary to carry out provisions related to the homestead exemption.	Yes		Yes
	12-37-280(A)	State	Statute	SCDOR must make reimbursements to local governments for the homestead exemption on an annual basis.	Yes		Yes
	12-37-450(A)	State	Statute	SCDOR shall make reimbursements for the inventory exemption to counties and municipalities in four equal payments. Counties and municipalities must be reimbursed for the inventory exemption based on the 1987 tax year millage and 1987 tax year assessed values for inventories.	Yes		Yes
	12-37-735 (B)	State	Statute	SCDOR must design a form in which a transferor assumes personal liability for his share of the taxes when property is transferred.	Yes		Yes
	12-37-970	State	Statute	SCDOR determines assessment of merchants' property and other business personal property and must supply these assessments to the counties.	Yes		Yes
	12-37-1610	State	Statute	assessments to the counties. SCDOR shall prescribe a form for property filings of railroads.	Yes		Yes
	12-37-1680	State	Statute	SCDOR shall proceed to ascertain value of railroads when RR's refuse to file.	Yes		Yes

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	12-37-2000	State	Statute	SCDOR shall examine statements filed by telegraph and telephone companies.	Yes		Yes
	12-37-2120	State	Statute	SCDOR prescribes form on which carlines pay property taxes.	Yes		Yes
	12-37-2130	State	Statute	SCDOR shall annually assess the valuation of all private cars of each private car company.	Yes		Yes
	12-37-2140	State	Statute	SCDOR to determine valuation of carlines.	Yes		Yes
	12-37-2150	State	Statute	SCDOR shall levy against carlines and determine average levy for all purposes in state.	Yes		Yes
	12-37-2430	State	Statute	SCDOR shall annually assess, adjust, equalize a portion of the valuation of all aircraft in this State.	Yes		Yes
	12-37-2450	State	Statute	SCDOR shall annually levy tax against the value of aircraft so determined and collect the tax.	Yes		Yes
	12-37-2680 12-37-	State State	Statute Statute	SCDOR to provide motor vehicle guides to counties. SCDOR shall provide the form used to notify the tax	Yes		Yes
	3150(A)(8)			assessor after a conveyance of an ownership interest that constitutes an assessable transfer of interest.	Yes		Yes
	12-37-3160(A)	State	Statute	SCDOR shall examine the substance rather than merely the form of the transfer in determining whether an assessable transfer of interest has occurred.	Yes		Yes
	12-37-3160(B)	State	Statute	SCDOR must prescribe the certificate that is contained with the property tax notice which certifies the details of the ownership of property. If any information is knowingly falsified on the certificate, the owner or owner's agent is subject to a penalty imposed by SCDOR.	Yes		Yes
9.14	Title 12, Chapter 39			County Auditors: SCDOR's requirement to provide continuing education to County Auditors and SCDOR partnership responsibilities with Counties to assess property.			
	12-39-15	State	Statute	SCDOR must establish the content, cost and dates of continuing education courses that county auditors must complete at a minimum of eighteen hours.	Yes		Yes
	12-39-150	State	Statute	SCDOR must prescribe the manner in which county auditors must list in a book all taxable property in the county and the value of it as equalized.	Yes		Yes

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	12-39-180	State	Statute	SCDOR must provide statements of the rates and sums to be levied for the current year to be used by county auditors. SCDOR shall prescribe the manner and form by which county auditors must list the property for taxation. SCDOR or the county auditor must place a minimum assessment of at least twenty dollars on all personal	Yes		Yes
	12-39-190	State	Statute	SCDOR must direct the county auditor as to the number of columns to be used in listing taxes on the duplicate.	Yes		Yes
	12-39-310	State	Statute	A county auditor shall respond to all inquiries of him by the department concerning the value of real estate of the county and the valuations of different classes of personal property and other matters SCDOR considers of interest to the public or of value to SCDOR in the discharge of its duties. The responses by the auditor must be made in the form and contain the detail that SCDOR prescribes.	Yes		Yes
	12-39-350	State	Statute	When notified by the county auditor of property which is required by law to be assessed has been omitted, SCDOR shall appraise and assess the omitted personal property.	Yes		Yes
9.15	Title 12, Chapter 43			County Equalization and Reassessment: SCDOR's responsibility to promulgate regulations to ensure equalization which must be adhered to by all assessing officials in the State.			
	12-43-224(3) 12-43-230 (d)(State 3 State	Statute Statute	SCDOR to approve forms for discounted values which must be applied for with the local assessor. SCDOR must approve forms to be used for application of	Yes		Yes
	12-43-230(a)	State	Statute	special valuation with the assessor for homeowners associations. SCDOR shall provide by regulation a more detailed	Yes		Yes
	12-43-230(d)	State	Statute	definition of agricultural real property consistent with the general definition set forth in this section which will be used by the county assessors.	Yes		Yes
	12-43-250	State	Statute	by the county assessors. SCDOR shall make sales ratio studies in all counties of the State.	Yes		Yes
	12-43-300	State	Statute	SCDOR shall prescribe a standard reassessment form designed to contain information required in Section 12-60-2510(A)(1).	Yes		Yes
9.16	Title 12, Chapter 44			Fee In Lieu of Tax Simplification Act: SCDOR's administration responsibilities			

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	12-44-50(A)(1)((c State	Statute	In certain special instances, SCDOR must determine the	Yes		Yes
	12-44-90	State	Statute	value of property subject to the fee. SCDOR must develop forms and procedures for processing fee-in-lieu extension requests.	Yes		Yes
9.17	Title 12, Chapter 45			County Treasurers and Collection of Taxes: SCDOR's requirement to provide continuing education to County Treasurers and SCDOR partnership responsibilities with Counties to collect.			
	12-45-15(A)	State	Statute	SCDOR must establish the content, cost and dates of annual continuing education courses that county treasurers must complete at a minimum of eighteen hours.	Yes		Yes
	12-45-17	State	Statute	SCDOR must establish the content, cost and dates of annual continuing education courses that county tax collectors must complete at a minimum of 6 hours.	Yes		Yes
	12-45-70(A)	State	Statute	SCDOR must direct and supervise the manner in which the county treasurer should collect taxes as prescribed by law.	Yes		Yes
9.18	Title 12, Chapter 49			Enforced Collection of Taxes Generally: SCDOR must prescribe the manner and procedures by which a property tax is removed.			
	12-49-85(A)	State	Statute	SCDOR shall prescribe the manner and procedures by which a tax is removed and the reason for removal from the duplicate list.	Yes		Yes
9.19	Title 12, Chapter 53			Tax Collection by the Department of Revenue: SCDOR's responsibility to remit to the clerk of court liens against the property seized and sold.			
	12-53-50	State	Statute	SCDOR shall remit to the clerk of court of the county the amount of prior liens against the property seized and sold.	Yes		Yes
9.2	Title 12, Chapter 54			Uniform Method of Collection and Enforcement of Taxes Levied and Assessed by SCDOR			
	12-54-25(C)(1) 12-54-	State State	Statute Statute	SCDOR must determine amount of interest on refunds. SCDOR shall include a notice detailing electronic filing	Yes		Yes
	250(F)(2)		Statute	requirements for tax return preparers filing one hundred or more returns in its form instructions and in the forms area of its website.	Yes		Yes

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9.21	Title 12, Chapter 55						
				Overdue Tax Debt Collection Act: SCDOR's responsibility to notify the taxpayer of collection assistance fee and fee credit requirements.			
	12-55-40	State	Statute	SCDOR shall notify a taxpayer that a collection assistance fee may be imposed in order to impose a collection assistance fee on a tax debt.	Yes		Yes
	12-55-70	State	Statute	The collection assistance fee must be credited to a special account within SCDOR to be used to fund the SCBOS program within SCDOR. Any excess proceeds above the amount required to fund SCBOS must be credited to SCDOR	Yes		Yes
9.22	Title 12, Chapter 56			for use in hudgeted operations Setoff Debt Collection Act: SCDOR's administrative			
				responsibility			
	12-56-60	State	Statute	SCDOR shall determine if debtor is due a refund and shall set off the delinquent debt against the refund.	Yes		Yes
	12-56-80(A)	State	Statute	Transmittal of proceeds and accounting of setoffs to agencies.	Yes		Yes
9.23	Title 12, Chapter 58			South Carolina Taxpayers' Bill of Rights: SCDOR's administrative responsibility			
	12-58-30	State	Statute	SCDOR shall establish the position of the taxpayer advocate. The taxpayer advocate is responsible for facilitating resolution of taxpayer's complaints and problems.	Yes		Yes
	12-58-40	State	Statute	SCDOR shall develop and implement a taxpayer education and information program.	Yes		Yes
	12-58-50 (A)(5)	State	Statute	A continuing education program for audit personnel shall be implemented by SCDOR.	Yes		Yes
	12-58-50 (B)	State	Statute	SCDOR shall annually publish a report of recommendations for improving taxpayer compliance and uniform administration.	Yes		Yes
	12-58-120	State	Statute	Provides guidelines where, under certain circumstances, SCDOR shall release any levy issued.	Yes		Yes
	12-58-150	State	Statute	SCDOR shall provide an administrative appeal procedure for releasing liens.	Yes		Yes
	12-58-160	State	Statute	Requires action from SCDOR upon discovery of a lien that was filed in error.	Yes		Yes
	12-58-160(B)	State	Statute	When SCDOR releases a lien erroneously filed, notice must be mailed to the taxpayer and a copy of the release forwarded to the maior credit reporting companies.	Yes		Yes

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	12-58-165	State	Statute	If the department determines that no taxes were due, the recorded lien shall be expunged as if it were fully paid and satisfied.	Yes		Yes
9.24	Title 12, Chapter 60			South Carolina Revenue Procedures Act: SCDOR's responsibility to provide a straightforward procedure to determine a dispute.			
	12-60-410 12-60-420(A)	State State	Statute Statute	SCDOR shall assess all state taxes, interest, additions to taxes, and penalties. Also, SCDOR shall furnish a copy of an assessment to the taxpayer upon request. In a division decision or a proposed assessment SCDOR	Yes		Yes
	12 50 120(1)	State	Statute	must explain the basis for the division decision or proposed assessment and state the assessment will be made or the decision will be final unless the taxpayer protests.	Yes		Yes
	12-60-420(B)	State	Statute	SCDOR shall make available forms which taxpayers may use to protest a division decision or a proposed assessment.	Yes		Yes
	12-60-500	State	Statute	SCDOR shall issue an order to the State Treasurer to issue a refund if it's determined a refund is due.	Yes		Yes
	12-60- 510(A)(2)	State	Statute	SCDOR must issue an assessment for taxes if a taxpayer fails to file a protest with SCDOR within ninety days.	Yes		Yes
	12-60-510 (B)	State	Statute	SCDOR shall issue an amended Department Determination in the same manner as the original if the original is remanded to SCDOR by the Administrative Law Court.	Yes		Yes
	12-60-1310 (C)	State	Statute	SCDOR shall stipulate the facts and issues after a protest is filed to attempt to settle a case.	Yes		Yes
	12-60-1310 (D)	State	Statute	SCDOR shall make a Department Determination using information provided in accordance with Section 12-60-30.	Yes		Yes
	12-60-1310 (D)(2)	State	Statute	A Department Determination by SCDOR must be in writing.	Yes		Yes
	12-60-1330 (A)(3)	State	Statute	SCDOR shall deny, suspend, cancel, or revoke the license if a person fails to file a protest with SCDOR within ninety days.	Yes		Yes
	12-60-1330(B)	State	Statute	SCDOR shall issue an amended Department Determination in the same manner as the original if the original is remanded to SCDOR by the Administrative Law Court.	Yes		Yes

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	12-60-1340	State	Statute	If SCDOR determines that public health, safety or welfare requires emergency action it shall seek an emergency	Yes		Yes
	12-60-1720	State	Statute	revocation order from the Administrative Law Court. SCDOR shall prescribe rules and procedures it considers appropriate to administer property tax protests.	Yes		Yes
	12-60-1730	State	Statute	SCDOR shall provide protest forms for property tax assessment. The use of these forms is not mandatory.	Yes		Yes
	12-60-2130	State	Statute	Upon remand of a case from the Administrative Law Court, SCDOR has 30 days, or a longer period if ordered by the judge, to consider the new facts. SCDOR shall issue its amended Department Determination in the same manner	Yes		Yes
	12-60-2140(A)	State	Statute	SCDOR shall notify the county auditor where the property is located to adjust the property tax assessment under protest to eighty percent if the appeal is not reasonably expected to be resolved by December thirty first.	Yes		Yes
	12-60-2150 (B)	State	Statute	SCDOR shall notify the counties effected by any claim for refund of property tax.	Yes		Yes
	12-60-2150 (D)	State	Statute	The appropriate division of SCDOR shall determine what refund is due and give the property taxpayer written notice of its determination.	Yes		Yes
	12-60-2150 (F)	State	Statute	SCDOR shall consider any claim, determine the correct property tax assessment and issue any necessary orders. All appeals before SCDOR must be conducted as provided in Section 12-60-450.	Yes		Yes
	12-60-2150 (H)	State	Statute	Upon remand, SCDOR has thirty days, or a longer period ordered by a judge, to consider new facts and amend its Department Determination. SCDOR shall issue its amended Department Determination in the same manner as the original	Yes		Yes
9.25	Title 12, Chapter 62			South Carolina Motion Picture Incentive Act: SCDOR's responsibility for issuance of a sales tax exemption once a			
	12-62-40(C)(3)	State	Statute	motion picture incentive is approved. SCDOR shall issue a sales tax exemption certificate once an application for motion picture incentives is approved by the Secretary of Commerce.	Yes		Yes
10	Title 13 13-1-1710	State State	Statute	Planning, Research and Development The Director of SCDOR shall serve as a member of the Coordinating Council for Economic Development.	Yes		Yes
11	Title 16	State		Crimes and Offenses			

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Item#	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	16-11-340	State	Statute	SCDOR shall print and distribute to each business establishment in the State that has a retail license, a cardboard placard advising of penalties for armed robbery.	Yes		Yes
	16-17-503(A)	State	Statute	SCDOR Director shall provide for the enforcement of 16-17-500 and 16-17-502 dealing with unlawful use of cigarettes and alternative nicotine products. Director shall conduct random, unannounced inspections of locations to determine compliance. SCDOR shall designate an enforcement officer to conduct annual inspections.	Yes		Yes
12	Title 23	State		Law Enforcement and Public Safety			
	23-51-60 (G)	State	Statute	Cigarettes seized by law enforcement or the State Fire Marshal under the Ignition Propensity Standards must be	Yes		Yes
	23-51-70 (B)	State	Statute	turned over to SCDOR and forfeited to the State. SCDOR in the regular course of business may inspect cigarette packages for ignition propensity marking.	Yes		Yes
	23-51-80	State	Statute	SCDOR has authority to examine books, records, invoices,	Yes		Yes
	23-47-50(F)	State	Statute	etc. relating to ignition propensity marking. SCDOR requirement to provide form and collect 911 fees	Yes		Yes
13	Title 27	State		and deposit with State Treasurer Property and Conveyances			
13	27-16-110	State	Statute	Requires that SCDOR regulate Catawba Indian Bingo games and issue Special Catawba Bingo license.	Yes		Yes
	27-16-110 (C)(3)	State	Statute	SCDOR shall collect all revenues derived from the special tribal bingo tax.	Yes		Yes
	27-16-110 (E)	State	Statute	SCDOR has the authority to administer, and regulate all bingo games sponsored by the tribe. SCDOR has the authority to suspend or revoke the Tribe's bingo license. SCDOR shall notify the Tribe of violations and provide the Tribe with an opportunity to correct the violations before its	Yes		Yes
	27-16-130(D)(4)	State	Statute	license may be revoked If the Tribe chooses to assess a tribal real property tax, SCDOR shall provide necessary assistance.	Yes		Yes
	27-16-130(F)(1)	State	Statute	If property tax lien cannot be satisfied by personal property of the taxpayer, the political subdivision may certify the deficiency to the State and the State shall levy against other taxable property of the taxpayer in the State and remit the proceeds to the appropriate tax authority. (Catawba Indians	Yes		Yes
	27-16-130(H)(3)(a)	State	Statute	Settlement Statute 1 Requires SCDOR to administer and collect the tribal sales tax for the Catawba.	Yes		Yes

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	27-16-130(H)(3)(b)	State	Statute	SCDOR must separately account for the tribal sales tax and provide the revenue to the Tribe at no cost to the Tribe.	Yes		Yes
	27-16-130(H)(3)(d)		Statute	For in-state vendors, tribal use tax must also be collected by SCDOR.	Yes		Yes
14	Title 30 30-1-20	State State	Statute	Public Records SCDOR's Director or his designee is legal custodian of records.	Yes		Yes
	30-1-70	State	Statute	Records must be protected from destruction. Records must be kept secure in vaults or rooms having proper ventilation and fire protection. They must be kept in the building where they are ordinarily used except in cases where they	Yes		Yes
	30-1-80	State	Statute	may be transferred SCDOR must cooperate with the Department of Archives and History in the continuing program for the economical and efficient management of the records of the agency.	Yes		Yes
	30-1-80	State	Statute	The head of each agency and all legal custodians of public records must cooperate with the Department of Archives and History and establish and maintain an active and	Yes		Yes
	30-2-20	State	Statute	continuing program of records management. SCDOR must develop privacy policies and procedures to ensure that the collection of personal information is limited to that information required by the agency.	Yes		Yes
	30-2-50 (B)	State	Statute	SCDOR must provide notice to requestors of information that using information for commercial solicitation is prohibited.	Yes		Yes
	30-2-50(C)	State	Statute	SCDOR must take reasonable measures to ensure that no person or private entity obtains or distributes personal information obtained from a public record for commercial solicitation.	Yes		Yes
	30-4-30	State	Statute	SCDOR must comply with all Freedom of Information requirements to include the development of a fee schedule to be posted online, proper response, determination and production deadlines and proper identification of records	Yes		Yes
15	Title 31	State		exempt Housing and Redevelopment			
15	31-17-340	State	Statute	SCDOR shall prescribe forms necessary to issue mobile home decals.	Yes		Yes
	31-17-370	State	Statute	SCDOR shall prescribe forms necessary for moving permits on mobile homes.	Yes		Yes
16	Title 33	State		Corporations, Partnerships and Associations			

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	33-14-220 (a)(4)	State	Statute	Certificate of Compliance required before a dissolved corporate taxpayer can be reinstated.	Yes		Yes
17	Title 38 38-55-570(B)	State State	Statute	Insurance SCDOR shall release information relating to suspected false statements or misrepresentations (as defined by Section 38-55-530(D)) requested by the Insurance Fraud Division of the Office of the Attorney General.	Yes		Yes
	38-55-570(C)	State	Statute	SCDOR must report all cases of suspected or reported false statements and misrepresentations (as defined at Section 38-55-530(D)) to the Insurance Fraud Division of the Office of the Attorney General.	Yes		Yes
18	Title 40 40-29-100	State State	Statute	Professions and Occupations License to sell manufactured homes.	Yes		Yes
	40-60-35 (A)(2)	State	Statute	Assessors and other staff responsible for the assessment of property must receive seven hours of instructions each year. This instruction must be received from SCDOR or other providers or courses approved by SCDOR.	Yes		Yes
19	Title 41	State		Labor and Employment			
	41-8-50 (J)	State	Statute	SCDOR must suspend or revoke a license upon order of the director of LLR. Immigration Reform Act.	Yes		Yes
20	Title 43 43-5-120	State State	Statute	Social Services (a)SCDOR shall provide the DSS director or his designees an abstract of the income tax return requested, or provide information concerning any item of income or expensecontained in the income tax return or disclosed by any investigation of income or return of the applicant or recipient. (c)The applicant or recipient whose income tax records have been requested from SCDOR shall be notified by mail that such request has been made at the time of the	Yes		Yes
21	Title 44	State		Health			
	44-56-405	State	Statute	SCDOR shall collect and enforce payment of surcharges and fees which constitute the Dry cleaning Facility Restoration Trust Fund	Yes		Yes
	44-56-420	State	Statute	Collection of fees for Dry cleaning Facility Restoration Trust Fund by SCDOR and fund administered by SCDOR. Judgments, recoveries, reimbursements, loans, surcharges, fees, other than administrative costs retained by SCDOR, must be credited to the Fund	Yes		Yes

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	44-56-425	State	Statute	Sets forth requirements for Dry cleaning Exemption Certificate. SCDOR must refund payments made by facilities after 07/01/2009 that meet requirements of 44-56- 425 (A)(3)(b). SCDOR shall issue an updated dry cleaning facility exemption certificate to a new owner or operator	Yes		Yes
	44-56-435 (A)	State	Statute	SCDOR shall distribute registration forms to owners and operators of dry cleaning and wholesale facilities and to property owners. SCDOR shall use reasonable efforts to identify and notify owners, operators, and property owners of dry cleaning and wholesale supply facilities of the registration requirements by certified mail, return receipt requested. Shall provide to DHEC a copy of each applicant's registration materials within 30 working days of the receipt	Yes		Yes
	44-56-435 (B)	State	Statute	SCDOR must administer, collect, and enforce the surcharge and fees in the same manner as sales and use taxes, except no timely payment discount, or exemptions or exclusions	Yes		Yes
	44-56-435 (C)	State	Statute	are allowed. SCDOR shall retain funds for the costs incurred to collect and enforce the fund which may include a part-time employee, with the related expenses for audit purposes. Funds withheld must not exceed the actual costs to administer, collect and enforce the fund. The proceeds of the registration fee and surcharges, after deducting the costs incurred by SCDOR in auditing, collecting, distributing and enforcing payment of the registration fee and the surcharges must be remitted to the State Treasurer and	Yes		Yes
	44-56-435 (F)	State	Statute	SCDOR shall create and update an annual report of all dry cleaning facilities in the State. Report must identify those that have a dry cleaning facility exemption certificate and must provide the status of the annual certificates of registration for those in the fund. SCDOR shall publicize the report and distribute it as widely as practical on October 30th of each year to interested parties, including wholesale suppliers, dry cleaners, DHEC and other interested parties.	Yes		Yes
	44-56-440 (A)(2)(a)	State	Statute	SCDOR must notify the owner or operator of the dry cleaning facility of a registration by the property owner.	Yes		Yes
	44-56-440 (C)	State	Statute	SCDOR must issue a drycleaner's certificate of registration valid October 1September 30.	Yes		Yes

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	44-56-495(D)	State	Statute	An employee of SCDOR shall attend meetings of the Dry cleaning Advisory Council to provide the council informal assistance as to matters involving the surcharges and fees that are imposed by this act and administered and collected	Yes		Yes
	44-96-120(B), 170(N 44-96-160(W)(1)	I) State State	Statute Statute	hv SCDOR Allocates proceeds of solid waste disposal fees. SCDOR must collect a fee of eight cents per gallon from	Yes		Yes
				wholesalers of motor oil and similar lubricants. Administer and enforce in the same manner as sales and use tax.	Yes		Yes
	44-96-160(W)(2)	State	Statute	SCDOR shall remit fees collected pursuant to this chapter to the Solid Waste Management Trust Fund.	Yes		Yes
	44-96-160(X)	State	Statute	Upon Petroleum Fund balance equal to or exceeding three million dollars, SCDOR must adjust fee rate to produce fund revenue requirements.	Yes		Yes
	44-96-160 (X)	State	Statute	SCDOR is required to adjust the fee for used motor oil based on the amount of revenue received and the time frame in which the amount is collected to reflect a full year's collection to produce the amount of revenue	Yes		Yes
	44-96-170(N) 44-96-170(N)	State State	Statute Statute	required in the fund Allocates proceeds of solid waste disposal fees. SCDOR shall administer, collect and enforce waste tire	Yes		Yes
				disposal fee in the same manner as sales and use tax. Fee shall be two dollars per tire sold to ultimate consumer.	Yes		Yes
	44-96-170(O)	State	Statute	Remit fees to State Treasurer. Upon proper application of Fee Refund wholesaler/retailer, SCDOR must refund one dollar per tire delivered for	Yes		Yes
	44-96-170(N)	State	Statute	recycling. SCDOR shall administer and collect the tire recycling fee in the same manner as sales and use tax.	Yes		Yes
	44-96-170(N)	State	Statute	SCDOR shall administer, collect and enforce the tire recycling facility fee in the same manner that sales and use taxes are collected. SCDOR shall deposit all fees with the	Yes		Yes
	44-96-170(O)	State	Statute	Treasurer's Office SCDOR must provide verification procedures for determining whether a refund is due for turning in waste	Yes		Yes
	44-96-180(F)	State	Statute	tires to a waste tire processing facility. SCDOR shall administer, collect and enforce lead acid battery fee in the same manner as sales and use tax. Fee shall be two dollars per lead-acid battery sold to ultimate	Yes		Yes

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Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	44-96-200 (E)	State	Statute	SCDOR shall administer, collect and enforce white good disposal fee in the same manner as sales and use tax. Fee shall be two dollars per white good delivered by wholesalers to retailers, jobbers, dealers or other wholesalers for resale. Remit fees to State Treasurer	Yes		Yes
22	Title 46 46-1-160 (B)(1)	State State	Statute	South Carolina Farm Aid Fund SCDOR shall assist the Department of Agriculture in the administration of the grant program by providing auditing services, accounting services, and review and oversight of all financial aspects of the grant program. The Fund will dissolve within 45 days of the completion of the awarding of grants, but no later than June 30, 2017.	Yes		Yes
	46-1-160 (D)(1)	State	Statute	SCDOR shall utilize the provisions of the Setoff Debt Collections Act to collect money from a Farm Aid Grant recipient who provided inaccurate information or used funds for ineligible expenses.	Yes		Yes
22	Title 48 48-30-20	State State	Statute	Environmental Protection and Conservation Purpose of statute is to create an assessment of primary forest product processed from SC timber to provide a source for funds to finance the operations provided for in Chapter 18	Yes		Yes
	48-30-40	State	Statute	All proceeds of assessment shall be deposited in the Forest Renewal Fund. Collection of the assessments shall be suspended in any fiscal year in which the general assembly fails to make general fund appropriations to the Forest Renewal Fund	Yes		Yes
	48-30-50(1)	State	Statute	SCDOR shall develop administrative procedures to collect the assessment from primary forest product processors, deposit funds collected from the assessment and audit	Yes		Yes
	48-30-80	State	Statute	records to determine compliance. SCDOR shall enforce collection of the primary forest product assessment.	Yes		Yes
	48-46-40	State	Statute	SCDOR shall deposit with the State Treasurer payments on low level radioactive waste.	Yes		Yes
24	Title 58	State		Public Utilities, Services and Carriers			

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	58-3-100	State	Statute	SCDOR must assess each utility company, railway company, household goods carrier and hazardous waste for disposal carrier its proportion of the expenses in proportion to its gross income from operation in this State. Issue assessments on or before the first day of July each year. Assess the companies and collect in the manner provided by law for the collection of taxes from the companies including the enforcement and collection provisions of Chapter 54 and paid, less SCDOR actual incremental increase in the cost of administration, into the State Treasury as other taxes collected by SCDOR for the state.	Yes		Yes
	58-5-480	State	Statute	SCDOR on or before the first day of July in each year must assess each natural gas utility regulated. The assessments must be deposited in a special fund with the State	Yes		Yes
	58-9-2630	State	Statute	SCDOR shall require an annual report of all communications service providers.	Yes		Yes
	58-25-80	State	Statute	SCDOR is responsible for promulgating regulations for exemptions by nonprofits who are regional transportation authorities.	Yes		Yes
25	Title 59	State		Education			
	59-20-20(3)	State	Statute	SCDOR shall calculate the Index of Taxpaying Ability.	Yes		Yes

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	59-20-20(3)	State	Statute	scdor shall exclude an imputed value of impact aid receipts from the Index of Taxpaying Ability. The Index must be determined annually from sales ratio data. Scdor shall provide a preliminary Index by December first of each year and a final Index by February first to the Department of Education and to each auditor of each county. Scdor shall adjust the Index in the year in which an appeal is resolved. The data gathered by Scdor to determine the Index must be preserved as public records in the offices of Scdor for four years. Scdor shall file a statement stating the methodology employed in making the annual determination of the Index. All worksheets, computer printouts, the actual calculation, appraisals and all working papers must be preserved as part of the public record. Scdor must use only reported consideration on sales for which deeds have been placed on public record. Scdor shall make appraisals where sales data is not available. The value of a fee-in-lieu of taxes shall be computed by Scdor basing the computation on the net fee received and	Yes		Yes
	59-21-1010	State	Statute	retained by the school district. SCDOR must allocates proceeds of additional sales tax imposed by the Education Improvement Act.	Yes		Yes
26	Title 60	State		Libraries, Archives, Museums and Arts			
	60-2-30	State	Statute	All state agencies must provide at least fifteen copies of every state publication that the agency causes to be printed to the State Library within fifteen days after the printing. A publication produced only in electronic format must be electronically provided to the State Library within fifteen	Yes		Yes
27	Title 61	State		Alcohol and Alcoholic Beverages			
27.1	Title 61, Chapter 2	2		General Provisions: SCDOR administrative duties to license, permit and certify alcohol beverage retail location.			
	61-2-20	State	Statute	SCDOR is vested with the power to administer Title 61. (Alcohol and alcoholic beverages.)	Yes		Yes
	61-2-70	State	Statute	SCDOR shall issue all licenses, permits & certificates provided for in this title.	Yes		Yes
	61-2-80	State	Statute	SCDOR is empowered to regulate the operation of all retail locations authorized to sell beer, wine or alcoholic liquor. SCDOR is authorized to establish conditions or restrictions on issuing or renewing a license or permit.	Yes		Yes

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	61-2-80	State	Statute	The State, through SCDOR, has the sole and exclusive authority to regulate the operation of all locations authorized to sell beer, wine or alcoholic liquors. SCDOR is authorized to establish conditions or restrictions which SCDOR considers necessary before issuing or renewing a	Yes		Yes
	61-2-100	State	Statute	license or permit SCDOR may issue licenses or permits for alcoholic beverage licenses and shall initiate action to revoke any permits or	Yes		Yes
	61-2-100 (B)	State	Statute	license in certain instances. SCDOR shall initiate action to revoke any permit or license that is issued to any person who is not the owner or when the licensed individual or an individual principal is under twenty-one years of age.	Yes		Yes
	61-2-105	State	Statute	SCDOR shall collect increased application and license fees related to ABL licensing for purposes of funding SLED operations and shall allocate these fees to SLED as soon as practicable.	Yes		Yes
	61-2-136	State	Statute	SCDOR shall transfer the permit of a currently licensed beer and wine wholesaler or currently licensed alcoholic liquor wholesaler upon notice in writing of the new location.	Yes		Yes
	61-2-145	State		SCDOR must require all applications for biennial permits to sell alcohol for on premise consumption to maintain a liquor liability insurance policy. SCDOR must prescribe the manner permittees should notify SCDOR of the status of the	Yes		Yes
	61-2-160	State	Statute	insurance nolicv SCDOR shall notify an applicant of a license or permit under Title 61 of the necessary requirements to comply if SCDOR determines that delinquent taxes, penalties, or interest are due.	Yes		Yes
	61-2-185 (B)	State	Statute	SCDOR must promulgate the application process for nonprofit organizations seeking a special nonprofit event license to solicit and accept donations of alcohol to be sold for on premise consumption.	Yes		Yes
27.2	! Title 61, Chapter	4		Beer, Ale, Porter and Wine: SCDOR's administrative duties to issue certificate of registration for producers and wholesalers of beer and wine.			
	61-4-310	State	Statute	SCDOR must prescribe forms for a certificate of registration and must issue or register application for certificates.	Yes		Yes

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	61-4-310 (A)	State	Statute	SCDOR must prescribe forms for a certificate of registration which must be approved before the shipment of beer or wine by a producer to a point within the state.	Yes		Yes
	61-4-310 (B)	State	Statute	SCDOR in its discretion must issue or reject the application for a certificate of registration.	Yes		Yes
	61-4-515 (A)	State	Statute	SCDOR shall process application and issue permit to sell beer & wine at a motorsports entertainment facility and/or	Yes		Yes
	61-4-1515(A)	State	Statute	tennis specific complex SCDOR must maintain Brewery Insurance information with ABL licensing information.	Yes		Yes
	61-4-1515(C)	State	Statute	SCDOR must terminate a brewery permit and license if the brewery operations cease.	Yes		Yes
	61-4-1515(F)	State	Statute	SCDOR must waive newspaper notice and sign posting requirements for brewpubs applying for a brewery permit, except for brewpubs applying for a liquor by the drink	Yes		Yes
	61-4-1515 (F)	State	Statute	nermit. SCDOR must not approve brewery permit applications if the applicant has ownership or financial interest in wholesale or retail beer, wine, or alcoholic liquor operations.	Yes		Yes
	61-4-1515 (G)	State	Statute	Breweries who have subsequent violations within a three year period must have their permit suspended by SCDOR for no longer than thirty days. Revenue generated from violation fines must be transferred to SLED.	Yes		Yes
	61-4-520(7)(a)	State	Statute	SCDOR shall determine which newspapers meet the requirements of a newspaper most likely to serve notice to interested citizens in the case of application to sell beer or	Yes		Yes
	61-4-525 (C)	State	Statute	wine. SCDOR shall continue to process an application and issue the permit to sell beer or wine if a protestant has no desire	Yes		Yes
	61-4-1920	State	Statute	to attend a hearing. SCDOR shall prescribe the forms and ID tags for beer kegs provided to retail licensees.	Yes		Yes
27.3	Title 61, Chapter 6	; 		Alcohol Beverage Control Act: SCDOR's regulatory responsibility for of ABL retailers, wholesalers and manufacturers.			
	61-6-140	State	Statute	SCDOR must not issue more than three retail dealer licenses to one licensee.	Yes		Yes
28	Title 62	State		South Carolina Probate Code			

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	62-3-1002	State	Statute	Requirement for SCDOR to issue a certificate that fiduciary has filed and paid all that is due regarding taxes imposed by Chapter 6 of Title 12.	Yes		Yes
	62-3-1003	State	Statute	Requirement for SCDOR to issue closing letter for estates. This letter reflects that personal representative has complied with Chapter 16 of Title 12.	Yes		Yes
29	Acts Section 8. Act No. 355 of 2004: Clarendon School District Tax	State	Statute	SCDOR, the State Department of Education, and the Clarendon County Auditor shall furnish data to the State Treasurer, the county treasurer, and to the school districts receiving tax revenues pursuant to this act for the purpose of calculating distributions and estimating revenue. The information that must be supplied to Clarendon County school districts upon request includes, but is not limited to, gross receipts, net taxable sales, and tax liability by	Yes		Yes
	Section 7. Act No. 588 of 1994: Cherokee School District Tax	State	Statute	Data - SCDOR shall furnish data to the State Treasurer and to the school districts receiving tax revenues pursuant to this act for the purpose of calculating distributions and estimating revenues. The information which must be supplied to Cherokee County School Dist. 1 upon request includes, but is not limited to, gross receipts, net taxable	Yes		Yes
	Section 6. Act No. 132 of 2003: Darlington School District Tax Section 8. Act No. 132 of		Statute Statute	The sales and tay liability by taynavers. The sales and use tax levied pursuant to this act must be administered and collected by SCDOR in the same manner that other sales and use taxes are collected. SCDOR shall furnish data to the State Treasurer and to the	Yes		Yes
	2003: Darlington School District Tax	State	Statute	school districts for the purpose of calculating distributions and estimating revenues. The information which must be supplied to the school district upon request, includes, but is not limited to, gross receipts, net taxable sales, and tax	Yes		Yes
	Section 1(F). Act No. 146 of 2001: Jasper School	State	Statute	liability by taxpayers The tax levied pursuant to this section must be administered and collected by SCDOR in the same manner	Yes		Yes
	District Tax Section 1(H). Act No. 146 of 2001: Jasper School District Tax	State	Statute	that other sales and use taxes are collected. SCDOR shall furnish data to the State Treasurer and to the district for the purpose of calculating distributions and estimating revenues. The information which must be supplied to the district upon request includes, but is not limited to, gross receipts, net taxable sales, and tax liability by taxabless.	Yes		Yes

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	Section 9. Act No. 426 of 2006: Lee School District Tax	State	Statute	SCDOR, the State Department of Education, and the Lee County Auditor shall furnish data to the State Treasurer, the county treasurer, and to the governing body for the purpose of calculating distributions and estimating revenues. The information that must be supplied to the governing body upon request includes, but is not limited to, gross receipts, net taxable sales, and tax liability by	Yes		Yes
	Section 6. Act No. 378 of 2004: Lexington School District Tax	State	Statute	The tax levied pursuant to this act must be administered and collected by SCDOR in the same manner that other sales and use taxes are collected.	Yes		Yes
	Section 8. Act No. 378 of 2004: Lexington School District Tax	State	Statute	SCDOR shall furnish data to the State Treasurer and to the school districts receiving tax revenues pursuant to this act for the purpose of calculating distributions and estimating revenues. The information which must be supplied to each school district upon request, includes, but is not limited to, gross receipts, net taxable sales, and tax liability by	Yes		Yes
	59.5 Act 387 of 2000 11- 5-170 et seq	· State	Statute	Classify revenue by tax type and other categories required for State level recording and analysis, pursuant to the Comptroller General's mandate at '59.5 Act 387 of 2000, and the Treasurer's mandate at '11-5-170 et seq.	Yes		Yes
30	Regulations						
	Regulation -117.200.2	State	Regulation	If a taxpayer converts machine sensible records, including copies of files to a standard record format, SCDOR is responsible for developing the format.	Yes		Yes
	Regulation - 117-850.1	State	Regulation	SCDOR must provide forms for the completion of income tax returns. Reproduced or computer prepared forms must conform to the standards issued by the forms management section of SCDOR.	Yes		Yes
	Regulation - 117-850.2	State	Regulation	SCDOR must publish standards for the specifications for using non paper methods.	Yes		Yes
	Regulation - 117-875	State	Regulation	SCDOR must determine voluntary contributions to check offs at least annually.	Yes		Yes
	Regulation - 117-1200.3	State	Regulation	SCDOR must prescribe forms for the reporting of the number of cases of alcoholic liquors sold during the preceding month.	Yes		Yes
	Regulation - 117-1250.1	State	Regulation	SCDOR must prescribe forms for the reporting by wholesale beer and wine dealers of purchases or exchange of their products with other wholesale dealers.	Yes		Yes

Agency Responding	Department of Revenue
Date of Submission	

		•	_		Customer/Client		Deliverable
Item#	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	Regulation - 117-1600	State	Regulation	SCDOR must prescribe forms for the reporting of sales of cigarettes, orders for cigarette stamps, orders for exempt cigarette stamps and the processing of cigarette stamp refunds. SCDOR must approve cigarette distributor's staging areas	Yes		Yes
	Regulation - 117-1720.2	State	Regulation	SCDOR shall annually make a ratio study of all the counties in the State to determine level of appraisal as provided in Section 12-43-250.	Yes		Yes
	Regulation - 117-1720.3	State	Regulation	SCDOR must supply a copy of the final index of taxpaying ability to the Department of Education and the auditor of each county on or before February 1st.	Yes		Yes
	Regulation - 117-1740.1	State	Regulation	SCDOR directs what information must be contained in a building permit.	Yes		Yes
	Regulation - 117-1740.3	State	Regulation	SCDOR directs what information must be kept by counties in order to value property for property tax purposes.	Yes		Yes
	Regulation - 117-1740.4	State	Regulation	SCDOR must provide forms to all counties for the purpose of providing information for ratio studies. SCDOR must also approve the forms for submission of information in an electronic form.	Yes		Yes
	Regulation - 117-1840.2 Section C	State	Regulation	SCDOR is responsible for implementing the use value procedures for timberland and cropland.	Yes		Yes
31	Provisions 1.48	State	Proviso	(SDE: Impute Index Value) For the current fiscal year and for the purposes of calculating the index of taxpaying ability the Department of Revenue shall impute an index value for owner-occupied residential property qualifying for the special four percent assessment ratio by adding the second preceding taxable year total school district reimbursements for Tier 1, 2, and Tier 3(A) and not to include the supplement distribution. The Department of Revenue shall not include sales ratio data in its calculation of the index of taxpaying ability. The methodology for the calculations for the remaining classes of property shall remain as required pursuant to the EFA and other applicable provisions of law.	Yes		Yes

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	•				Custo	mer/Client	Deliverable
Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	1A.7	State	Proviso	(SDE-EIA: Disbursements/Other Entities) Notwithstanding the provisions of Sections 2-7-66 and 11-3-50, South Carolina Code of Laws, it is the intent of the General Assembly that funds appropriated in Part IA, Section 1, VIII.E. Other State Agencies and Entities shall be disbursed on a quarterly basis by the Department of Revenue directly to the state agencies and entities referenced except for the Teacher Loan Program, Centers of Excellence, the Education Oversight Committee and School Technology, which shall receive their full appropriation at the start of the fiscal year from available revenue. The Comptroller General's Office is authorized to make necessary appropriation reductions in Part IA, Section 1, VIII.E. to prevent duplicate appropriations. If the Education Improvement Act appropriations in the agency and entity respective sections of the General Appropriations Act at the start of the fiscal year do not agree with the appropriations in Part IA, Section 1, VIII.E. Other State Agencies and Entities, the "other funds" appropriations in the respective agency and entity sections of the General Appropriations Act will be adjusted by the Comptroller General's Office to conform to the appropriations in Part IA, Section 1, VIII.E. Other State Agencies and Entities. Further, the Department of Revenue is directed to provide the full appropriation of the funding appropriated in Part IA, Section 1, VIII.C.2. Teacher Supplies to the Department of Education at the start of the fiscal year from available revenue. The Department of Revenue is also directed to provide the first quarter appropriation of the funding appropriated in Part IA, Section 1, VIII.C.2.	Yes		Yes
	47.2	State	Proviso	(DNR: Casual Sales Tax Collection) The Department of Natural Resources shall continue to collect the casual sales tax as contained in the contractual agreement between the Department of Revenue and the Department of Natural Resources and the State Treasurer is authorized to reimburse the department on a quarterly basis for the actual cost of collecting the casual sales tax and such reimbursement shall be paid from revenues generated by	Yes		Yes

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					Custo	mer/Client	Deliverable
Item#	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	93.7	State	Proviso	(DOA: Guardian Ad Litem Program) Both the program and the funds appropriated to the Department of Administration, Office of Executive Policy and Programs, Division of Children's Services, Guardian ad Litem Program must be administered separately from other programs within the Division of Children's Services and must be expended for the exclusive use of the Guardian ad Litem Program. For the current fiscal year, the Department of Revenue is directed to reduce the rate of interest paid on eligible refunds by two percentage points. The revenue resulting from this reduction must be used exclusively for operations of the Guardian ad Litem program and be deposited in the State Treasury in a separate and distinct fund known as the "South Carolina Guardian ad Litem Trust Fund." Unexpended revenues in this fund carry forward to succeeding fiscal years, and earnings in this fund must be credited to it. The Guardian ad Litem program may carry forward the other funds authorized herein for its operations from the prior fiscal year into the current fiscal year.	Yes		Yes

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Date of Submission	

					Custo	mer/Client	Deliverable
Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	93.21	State		(DOA: Cyber Security) All state agencies must adopt and implement cyber security policies, guidelines and standards developed by the Department of Administration. The department may conduct audits on state agencies except public institutions of higher learning, technical colleges, political subdivisions, and quasi-governmental bodies as necessary to monitor compliance with established cyber security policies, guidelines and standards. Upon request, public institutions of higher learning, technical colleges, political subdivisions, and quasi-governmental bodies shall submit sufficient evidence that their cyber security policies, guidelines and standards meet or exceed those adopted and implemented by the department. In addition, while agencies retain the primary responsibility and accountability for ensuring responses to breach incidents comply with federal and state laws, the department shall be informed of all agency cyber security breaches, and is authorized to oversee incident responses in a manner determined by the department to be the most prudent. Upon request of the Department of Administration for information or data, all agencies must fully cooperate with and furnish the department with all documents, reports, assessments, and any other data and documentary information needed by the department to perform its mission and to exercise its functions, powers and duties. The Judicial and Legislative Branches are specifically exempt from the requirements set forth herein.	Yes		Yes
	109.1	State	Proviso	(SCDOR: Subpoenaed Employee Expense Reimbursement) If any employee of the Department of Revenue is subpoenaed to testify during litigation not involving the Department of Revenue, the party subpoenaing the employee(s) to testify shall reimburse the State for expenses incurred by the employee(s) requested to testify. Expenses shall include but are not limited to the cost of materials and the average daily salary of the employee or	Yes		Yes

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					Customer/Client		Deliverable
Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	109.2	State	Proviso	(SCDOR: Court Order Funds Carry Forward) Funds awarded to the Department of Revenue by court order shall be retained in a special account and shall be carried forward from year to year, and expended as needed to accomplish the purposes and conditions of said order if specified, and if not specified, as may be directed by the Director of the	Yes		Yes
	109.3	State	Proviso	(SCDOR: Rural Infrastructure Fund Transfer) Notwithstanding Section 12-10-85, the Department of Revenue is authorized to deposit revenues from the Rural Infrastructure Fund in excess of \$12 million dollars to the Rural Infrastructure Fund under the Rural Infrastructure Authority. Any revenues in excess of \$17 million shall be deposited in the Rural Infrastructure Fund under the Department of Commerce, Coordinating Council.	Yes		Yes
	109.4	State	Proviso	(SCDOR: SCBOS Funds) The Department of Revenue shall share equally the collection assistance fees imposed on overdue tax debt with the South Carolina Business One Stop program. The funds received by the department from this fee shall be used for continued administration of the revenue laws in a fair and impartial manner. Any unexpended funds generated by the fee shall be carried forward from the prior fiscal year into the current fiscal year and shall also be shared equally between the Department of Revenue and the South Carolina Business One Stop	Yes		Yes
	109.5	State	Proviso	(SCDOR: Across the Board Cut Exemption) Whenever the Executive Budget Office or General Assembly implements an across the board budget reduction, the funds appropriated to the Department of Revenue shall be exempt from any such mandated budget reduction	Yes		Yes

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Date of Submission	

					Custo	mer/Client	Deliverable
Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	109.6	State	Proviso	(SCDOR: Candidate Tax Return Programs) (A) From the funds appropriated in this act, the department must develop a program to process inquiries from a candidate for an office of this State or its political subdivisions or any gubernatorial appointee concerning whether that candidate or appointee has filed annual state income tax returns that he was required to file during the past ten years, regardless of the source of income, has paid all income taxes due during that time period, and has satisfied all judgments, liens, or other penalties for failure to pay income taxes when due. The department may only respond to an inquiry if the inquiry is made by a candidate or appointee concerning that candidate's or appointee's own income tax returns. (B) Unless a candidate or appointee requests otherwise, the department must post the results of all inquiries from candidates or appointees in a prominent place on its internet website. The information must be organized in the following manner: (1) the candidates name as it will appear on the ballot or the appointee's name as it appears on his income tax returns; (2) identify the years that the candidate or appointee was required to file income tax returns and identify the years, if any, that the candidate or appointee was not required to file income tax returns; (3) state whether the candidate or appointee was required to file income tax returns; (4) state whether the candidate or appointee was required to file income tax sequired to file income tax sequired to file income tax returns; (4) state whether the candidate or appointee was required to file income tax required to file income tax returns; (3) state whether the candidate or appointee was required to file income tax returns; (4) state whether the candidate or appointee was required to file income tax returns; (3) state whether the candidate or appointee was required to file income tax returns; (4) state whether the candidate or appointee was required to file income tax returns; (4) state whether the candidate or appo	Yes		Yes
	109.8	State	Proviso	(SCDOR: Fraudulent Tax Return Program) The Department of Revenue may establish a Fraudulent Tax Return Detection Program to prevent payment of fraudulent tax refunds. To implement the program the department may contract with information and technology entities to provide the necessary detection capabilities. The department shall pay for the program from the savings	Yes		Yes

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		_			Customer/Client		Deliverable
Item#	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	109.10	State	Proviso	(SCDOR: Treasury Offset Program) The Department of Revenue is authorized to retain up to \$140,000 of mailing and associated administrative costs incurred as a result of the State's participation in and the notice requirements of the Federal Treasury Offset Program. Retained expenses shall be from tax offset revenue received from the federal government. Remaining revenue shall be deposited in the General Eurod (SCDOR: May Events) Of the accommodation tax returned	Yes		Yes
	109.10	State	FIUVISO	to Horry County or the municipalities therein, up to one third of the total allocation may be set aside and used for direct policing activities during events held in May within Horry County. By October thirty-first, the local government must inform the Department of Revenue the percentage of accommodation tax to withhold, not to exceed one third of the estimated yearly return, that will be dedicated to direct policing activities. These funds shall be sent by the Department of Revenue to the local governing entity upon request of the local entity. A report on the expenditure of these funds, which must include the amount and purpose for which the funds were expended shall be submitted by the county or municipalities to the Governor, the Chairman of Senate Finance Committee and the Chairman of House Ways and Means Committee no later than ninety days after the end of any event in which these funds are expended.	Yes		Yes
	109.11	State	Proviso	(SCDOR: Educational Credit for Exceptional Needs Children) Effective July 1, 2016, this fund is governed by a five member board appointed by the State Legislature and Governor. The board and SCDOR Director will appoint an executive director. The board and executive director will be responsible for administering the fund and awarding scholarships. SCDOR will support the board and will administer donor tax credits. This fund replaces Scholarship Funding Organizations. SCDOR is required to complete to mandated reports regarding Exceptional SC.	Yes		Yes

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					Customer/Client		Deliverable
Item#	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	117.34	State	Proviso	(GP: Debt Collection Reports) Each state agency shall provide to the Chairmen of the Senate Finance and House of Representatives Ways and Means Committees and the Inspector General a report detailing the amount of its outstanding debt and all methods it has used to collect that debt. This report is due by the last day of February for the previous calendar year. For purposes of this provision, outstanding debt means a sum remaining due and owed to a state agency by a nongovernmental entity for more than	Yes		Yes
	117.74	State	Proviso	(GP: Fines and Fees Report) In order to promote accountability and transparency, each state agency must provide and release to the public via the agency's website, a report of all aggregate amounts of fines and fees that were charged and collected by that state agency in the prior fiscal year. The report shall include, but not be limited to: (1) the code section, regulation, or proviso that authorized the fines and fees to be charged, collected, or received; (2) the amount of the fine or fee; (3) the amount received by source; (4) the purpose for which the funds were expended by the agency; (5) the amount of funds transferred to the general fund, if applicable, and the authority by which the transfer took place; and (6) the amount of funds transferred to another entity, if applicable, and the authority by which the transfer took place, as well as the name of the entity to which the funds were transferred. The report must be posted online by September first. Additionally, the report must be delivered to the Chairman of the Senate Finance Committee and the Chairman of the House Ways and Means Committee by September first. Funds appropriated to and/or authorized for use by each state agency shall be used to accomplish this directive.	Yes		Yes

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		_			Custo	mer/Client	Deliverable
Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	117.83	State		(GP: Bank Account Transparency and Accountability) Each state agency, except state institutions of higher learning, which has composite reservoir bank accounts or any other accounts containing public funds which are not included in the Comptroller General's South Carolina Enterprise Information System shall prepare a report for each account disclosing every transaction of the account in the prior fiscal year. The report shall be submitted to the State Fiscal Accountability Authority by October first of each fiscal year. The report shall include the name(s) and title(s) of each person authorized to sign checks or make withdrawals from each account, the name and title of each person responsible for reconciling each account, the beginning and year-end balance of funds in each account, and data related to both deposits and expenditures of each account. The report shall include, but not be limited to, the date, amount, and source of each deposit transaction and the date, name of the payee, the transaction amount, and a description of the goods or services purchased for each expenditure transaction. To facilitate review, the State Fiscal Accountability Authority shall prescribe a common format for the report which agencies must use. In order to promote accountability and transparency, a link to the report shall be posted on the Comptroller General's website as well as the agency's homepage. When the State Auditor conducts or contracts for an audit of a state agency, accounts of the agency subject to this proviso must be included as part of the review. If an agency determines that the release of the information required in this provision would be detrimental	Yes		Yes

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					Custo	mer/Client	Deliverable
Item#	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	117.84	State		(GP: Websites) All agencies, departments, and institutions of state government shall be responsible for providing on its Internet website a link to the Internet website of any agency, other than the individual agency, department, or institution, that posts on its Internet website that agency, department, or institution's monthly state procurement card statements or monthly reports containing all or substantially all the same information contained in the monthly state procurement card statements. The link must be to the specific webpage or section on the website of the agency where the state procurement card information for the state agency, department, or institution can be found. The information posted may not contain the state procurement card number. Any information that is expressly prohibited from public disclosure by federal or state law or regulation must be redacted from any posting required by this section.	Yes		Yes

Agency Responding	Department of Revenue
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	_	_			Customer/Client		Deliverable
Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	117.86	State	Proviso	(GP: Joint Children's Committee) For the current fiscal year, the Department of Revenue is directed to reduce the rate of interest paid on eligible refunds by one percentage point. Of the revenue resulting from this reduction, \$300,000 shall be transferred to the Senate for the Joint Citizens and Legislative Committee on Children to provide the report, research, and other operating expenses as directed in Section 63-1-50 of the 1976 Code. Funds transferred to the University of South Carolina for the Joint Citizens and Legislative Committee on Children shall be maintained in a separate and distinct account. A detailed report of all expenditures shall be made to the Executive Budget Office within thirty days of the close each fiscal quarter, and the Executive Budget Office shall distribute this information to the Chairman of the Senate Finance Committee and the Chairman of the House Ways and Means Committee. The remaining revenue resulting from this reduction shall be transferred to the Department of Juvenile Justice to be used for mentoring or alternatives to incarceration programs. Unexpended funds authorized by this provision may be retained and carried forward by the Senate or the Department of Juvenile Justice, respectively, and used for the same purposes. The rate of reduction authorized in this provision shall be in addition to the reduction authorized in	Yes		Yes
	117.113	State	Proviso	(GP: Information Technology and Information Security Plans) (A) By August 1 of the current fiscal year, all state agencies must submit an information technology plan and an information security plan for Fiscal Year 2015-16			
	117.137	State	Proviso	17 to the Denartment of Administration (GP: Distribution Facility) The State Ports Authority shall be considered a distribution facility for the purpose of sales tax exemptions associated with the purchase of equipment and construction materials.	Yes		Yes

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					Customer/Client		Deliverable
Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	If yes, who is/are the customer(s)?	Does the law specify a deliverable (service or product) the agency must or may provide? (Y/N)
	117.128	State	Proviso	(GP: Retail Facilities Revitalization Act Repeal Suspension) The repeal of Chapter 34 of Title 6 of the 1976 Code as specified in Act 285 of 2006 as to sites for which written notification of election of mode of credit has been provided to the Department of Revenue prior to July 1, 2016 and for which a building permit has been issued prior to July 1, 2016, is suspended for Fiscal Year 2017-18.	Yes		Yes
	118. 10	State	Proviso	(SR: Tax Deduction for Consumer Protection Services) (B) The deduction provided in (A) is only allowed for taxpayers that filed a return with the Department of Revenue for any taxable year after 1997 and before 2013, whether by paper or electronic transmission, or any person whose personally identifiable information was contained on the return of another eligible person, including minor dependents. (C) By March fifteenth of each year, the department shall issue a report to the Governor and the General Assembly detailing the number of taxpayers claiming the deduction allowed by this item in the most recent tax year for which there is an accurate figure, and the total monetary value of the deductions claimed pursuant to this item in that same year. (D) The department shall prescribe the necessary forms to claim the deduction allowed by this section. The department may require the taxpayer to provide proof of	Yes		Yes

Deliverables

Agency Responding	Department of Revenue
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Item#	Deliverable		(must or shall); B) Specifically ALLOWED by law (may); or C) Not specifically mentioned in law,	component(s) (If deliverable is too broad to complete the remaining columns, list each product/service associated with the deliverable, and complete the remaining		Does the agency evaluate the outcome obtained by customers / individuals who receive the service or product (on an individual or aggregate basis?)	the annual # of potential customers?	agency know	Does the agency evaluate customer satisfaction?	agency know the cost it incurs, per unit, to	allow the	Additional comments from agency (Optional)
									-			
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<u>Deliverables - Potential Harms</u> (Study Step 1: Agency Legal Directives, Plan and Resources)

Agency Responding	Department of Revenue
Date of Submission	

Item#	Deliverable	Is deliverable provided because A) Specifically REQUIRED by law (must or shall); B) Specifically ALLOWED by law (may); or C) Not specifically mentioned in law, but PROVIDED TO ACHIEVE the requirements of the applicable law	Optional - Service or Product component(s) (If deliverable is too broad to complete the remaining columns, list each product/service associated with the deliverable, and complete the remaining columns)	deliverable is not provided	1-3 recommendations to the General Assembly, other than \$ and providing the deliverable, for how the General Assembly can help avoid the greatest potential harm	Other state agencies whose mission the deliverable may fit within
	First 4 columns auto-fill from Deliverables chart	First 4 columns auto-fill from Deliverables chart	First 4 columns auto-fill from Deliverables chart		1. 2.	
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Organizational Units

Agency Responding	Department of Revenue
Date of Submission	
Did the agency make efforts to obtain information	2014-15:
from employees leaving the agency (e.g., exit	2015-16:
interview, survey, evaluation, etc.) in 2014-15; 2015-	2016-17:
16; or 2016-17? (Y/N)	

Organizational Unit	Purpose of Organizational Unit	Year	Turnover Rate in the	Did the agency evaluate and	Did the agency allow for	Did any of the jobs in the	If yes, in the previous column,
or Burnzacional offic	Turpose of organizational offic	l'ea.	organizational unit	track employee satisfaction	anonymous feedback from	organizational unit require a	did the agency pay for, or
			organizational and	in the organizational unit?		certification (e.g., teaching, medical,	provide in-house,
				(Y/N)	unit? (Y/N)	accounting, etc.)? (Y/N)	classes/instruction/etc. needed
				(1714)	unit: (1/14)	accounting, etc.): (1/14)	to maintain all, some, or none of
							the required certifications?
		2014-15:					
		2015-16:					
		2016-17:					
		2014-15:					
		2015-16:					
		2016-17:					
		2014-15:					
		2015-16:					
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		2015-16:					
		2016-17:					
		2014-15:					
		2015-16:					
		2016-17:					

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If the agency feels additional explanation of data provided in any of the sections below would assist those reading the document in better understanding the data please add a row under the applicable section, label it "Additional Notes," and enter the additional explanation.

Re	ART OF YEAR FINANCIAL RESOURCES AVAILABLE (2016-17)						
	venue (generated or received) sources venue (generated or received) Source (do not combine recurring with one-time and please list the		Total N/A	Source #1	Source #2	Source #3	Source
	urces deposited in the same SCEIS Fund in consecutive columns) curring or one-time?		N/A				
	ate, Federal, or Other?		N/A				
	ganizational Unit (or all agency) that generated or received the money		N/A				
	dicate whether revenue is generated (by agency through sale of deliverables or application for ants) or received (from state or set federal matching formula)?		N/A				
	les this money remain with the agency or go to the General Fund?		N/A				
Re	venue (generated or received) last year Total generated or received by June 30, 2016 (end of 2015-16)	\$	Total - \$	- \$	- \$	- \$	
	here revenue (generated or received) appears in SCEIS EIS Fund # (Expendable Level - 8 digit) (full set of financials available for each through SCEIS); same		Total N/A				
Fu	nd may be in multiple columns if multiple funding sources are deposited into it EIS Fund Description		N/A				
	sh balances at start of the year - (Cash balance for each Source of Fund should be entered only		<u>Total</u>				
	ce and appear in the column where the Source of Fund is first listed) sh balance at the end of 2014-15	\$	- \$	- \$	- \$	- \$	
	ange in cash balance during 2015-16	\$	- \$	- \$	- \$	- \$	
L	Total cash balance as of July 1, 2016 (start of 2016-17)	\$	- \$	- \$	- \$	- \$	
RE	SOURCES AGENCY IS ALLOWED TO USE (2016-17)						
	eneral Appropriations Act Programs		Total				
	ate Funded Program # ate Funded Program Description in the General Appropriations Act		N/A N/A				
	nounts Appropriated and Authorized (i.e. allowed to spend) ste: Appropriations and authorizations are based on cash available and amounts estimated to		Total				
An	neive during the year nounts appropriated, and amounts authorized, to the agency for 2015-16 that were not spent AND	\$	- \$	- \$	- \$	- \$	
	e agency can spend in 2016-17 16-17 Appropriatations & Authorizations to agency (start of year)	Ś	- \$	- \$	- \$	- \$	
	Total allowed to spend at START of 2016-17	\$	- \$	- \$	- \$	- \$	
20	16-17 Appropriatations & Authorizations to agency (during the year) Total allowed to spend by END of 2016-17	\$	- \$ - \$	- \$ - \$	- \$ - \$	- \$ - \$	
_	Total allowed to spend by END of 2010-17	٧	<u> </u>	- 5	- 4	- 3	
_	DW RESOURCES ARE UTILIZED (2016-17) bw Spending is Tracked		Total				
	tabase(s) through which expenditures are tracked		N/A				
Su	mmary of Resources Available		Total				
So	urce of Funds		N/A	0	0	0	
	source of funds is multi-year grant, # of years, including this yr, remaining		N/A				
	ternal restrictions (from state/federal govt, grant issuer, etc.), if any, on use of funds ate Funded Program Description in the General Appropriations Act		N/A N/A	0	0	0	
	tal Appropriated and Authorized (i.e. allowed to spend) by the end of 2016-17	\$	- \$	- \$	- \$	- \$	
T _C	ward Agency's 2016-17 Comprehensive Strategic Plan						
	y Strategy at a minimum, and if possible, by Objective)						
(By	y strategy at a minimum, and it possible, by objective)						
ST	RATEGIC PLAN oal 1 - Fairly administer and enforce the revenue and regulatory laws of the State of South						
Str Ob	RATEGIC PLAN al 1 - Fairly administer and enforce the revenue and regulatory laws of the State of South ategy 1.1 - Increase tax compliance of all taxpayers. jective 1.1.1 - Collect tax revenue in support of the State's General Fund.	\$	-				
Str Ob	RATEGIC PLAN aal 1 - Fairly administer and enforce the revenue and regulatory laws of the State of South attegy 1.1 - Increase tax compliance of all taxpayers. ejective 1.1.1 - Collect tax revenue in support of the State's General Fund. ejective 1.1.2 - Reduce debt owed to South Carolina organizations and governmental entities by	\$ \$	- -				
Str Ob Ob	RATEGIC PLAN al 1 - Fairly administer and enforce the revenue and regulatory laws of the State of South ategy 1.1 - Increase tax compliance of all taxpayers. jective 1.1.1 - Collect tax revenue in support of the State's General Fund.	\$ \$	-				
Str Ob Ob exi Ob thi	RATEGIC PLAN aal 1 - Fairly administer and enforce the revenue and regulatory laws of the State of South artery 1.1 - Increase tax compliance of all taxpayers. jective 1.1.1 - Collect tax revenue in support of the State's General Fund. jective 1.1.2 - Reduce debt owed to South Carolina organizations and governmental entities by panding external stakeholder partnerships. jective 1.1.3 - Ensure equity across South Carolina taxpayers by pursuing non-compliant taxpayers rough fair identification, audit, and litigation.	\$	- - -				
Str Ob Ob ex Ob thr	RATEGIC PLAN aal 1 - Fairly administer and enforce the revenue and regulatory laws of the State of South attegy 1.1 - Increase tax compliance of all taxpayers. jective 1.1.1 - Collect tax revenue in support of the State's General Fund. jective 1.1.2 - Reduce debt owed to South Carolina organizations and governmental entities by panding external stakeholder partnerships. jective 1.1.3 - Ensure equity across South Carolina taxpayers by pursuing non-compliant taxpayers rough fair identification, audit, and litigation. jective 1.1.4 - Increase taxpayer awareness and compliance through outreach and by simplifying		-				
Str Ob Ob exi Ob thi	RATEGIC PLAN aal 1 - Fairly administer and enforce the revenue and regulatory laws of the State of South artery 1.1 - Increase tax compliance of all taxpayers. jective 1.1.1 - Collect tax revenue in support of the State's General Fund. jective 1.1.2 - Reduce debt owed to South Carolina organizations and governmental entities by panding external stakeholder partnerships. jective 1.1.3 - Ensure equity across South Carolina taxpayers by pursuing non-compliant taxpayers rough fair identification, audit, and litigation.	\$	-				
Str Ob Ob exp Ob thr Ob fili	RATEGIC PLAN all 1 - Fairly administer and enforce the revenue and regulatory laws of the State of South rategy 1.1 - Increase tax compliance of all taxpayers. ejective 1.1.1 - Collect tax revenue in support of the State's General Fund. ejective 1.1.2 - Reduce debt owed to South Carolina organizations and governmental entities by panding external stakeholder partnerships. ejective 1.1.3 - Ensure equity across South Carolina taxpayers by pursuing non-compliant taxpayers rough fair identification, audit, and litigation. ejective 1.1.4 - Increase taxpayer awareness and compliance through outreach and by simplifying ng and payment methods. artegy 1.2 - Protect taxpayers and State revenues by enhancing fraud prevention & detection.	\$	-				
ST GO Str. Obb Obb ext Obb filling Str. Obb Obb Obb Obb Obb Obb Obb Obb Obb Ob	RATEGIC PLAN aol 1 - Fairly administer and enforce the revenue and regulatory laws of the State of South artegy 1.1 - Increase tax compliance of all taxpayers. eljective 1.1.1 - Collect tax revenue in support of the State's General Fund. eljective 1.1.2 - Reduce debt owed to South Carolina organizations and governmental entities by panding external stakeholder partnerships. eljective 1.1.3 - Ensure equity across South Carolina taxpayers by pursuing non-compliant taxpayers rough fair identification, audit, and litigation. eljective 1.1.4 - Increase taxpayer awareness and compliance through outreach and by simplifying ng and payment methods.	\$	-				
ST Str Obb Obb ext Obb Gilli Str Obb Ob Str Obb Obb Obb Obb Obb Obb Obb Obb Obb Ob	RATEGIC PLAN aol 1 - Fairly administer and enforce the revenue and regulatory laws of the State of South artery 1.1 - Increase tax compliance of all taxpayers. elective 1.1.1 - Collect tax revenue in support of the State's General Fund. elective 1.1.2 - Reduce debt owed to South Carolina organizations and governmental entities by banding external stakeholder partnerships. elective 1.1.3 - Ensure equity across South Carolina taxpayers by pursuing non-compliant taxpayers rough fair identification, audit, and litigation. elective 1.1.4 - Increase taxpayer awareness and compliance through outreach and by simplifying ma and pawment methods. artery 1.2 - Protect taxpayers and State revenues by enhancing fraud prevention & detection. elective 1.2.1 - Increase the prevention rate of fraudulent tax refunds distributed. elective 1.2.2 - Increase employee and public awareness of personal protection strategies to event fraud. artery 1.3 - Consolidate SCDOR's multiple tax processing systems into one efficient system, known as PRWay.	\$ \$ \$					
STT GG Strr Obb Obb exx Obb fillin Strr Ob Ob pre Strr DC Ob (FY	RATEGIC PLAN all 1 - Fairly administer and enforce the revenue and regulatory laws of the State of South actegy 1.1 - Increase tax compliance of all taxpayers. apicetive 1.1.1 - Collect tax revenue in support of the State's General Fund. bjective 1.1.2 - Reduce debt owed to South Carolina organizations and governmental entities by panding external stakeholder partnerships. apicetive 1.1.3 - Ensure equity across South Carolina taxpayers by pursuing non-compliant taxpayers by pursuing non-compliant taxpayers cough fair identification, audit, and litigation. bjective 1.1.4 - Increase taxpayer awareness and compliance through outreach and by simplifying ng and payment methods. actegy 1.2 - Protect taxpayers and State revenues by enhancing fraud prevention & detection. bjective 1.2.1 - Increase the prevention rate of fraudulent tax refunds distributed. bjective 1.2.2 - Increase employee and public awareness of personal protection strategies to bevent fraud. actegy 1.3 - Consolidate SCDOR's multiple tax processing systems into one efficient system, known as BRWay. bjective 1.3.1 - Monitor and refine the taxes transitioned to DORWay in Phase I (FY15) and Phase II 1016).	\$ \$					
ST G Strr Obb Ob exi Obb Strr Obb Ob G Ob	RATEGIC PLAN aol 1 - Fairly administer and enforce the revenue and regulatory laws of the State of South rategy 1.1 - Increase tax compliance of all taxpayers. ijective 1.1.1 - Collect tax revenue in support of the State's General Fund. ijective 1.1.2 - Reduce debt owed to South Carolina organizations and governmental entities by beanding external stakeholder partnerships. jective 1.1.3 - Ensure equity across South Carolina taxpayers by pursuing non-compliant taxpayers rough fair identification, audit, and litigation. ijective 1.1.4 - Increase taxpayer awareness and compliance through outreach and by simplifying na and payment methods. ategy 1.2 - Protect taxpayers and State revenues by enhancing fraud prevention & detection. ijective 1.2.1 - Increase the prevention rate of fraudulent tax refunds distributed. ijective 1.2.2 - Increase employee and public awareness of personal protection strategies to event fraud. ategy 1.3 - Consolidate SCDOR's multiple tax processing systems into one efficient system, known as PRWay. ijective 1.3.1 - Monitor and refine the taxes transitioned to DORWay in Phase I (FY15) and Phase II (16).	\$ \$ \$ \$					
ST G Str Obb Ob G G G G G G G G G G G G G G G G	RATEGIC PLAN aol 1 - Fairly administer and enforce the revenue and regulatory laws of the State of South artery 1.1 - Increase tax compliance of all taxpayers. apective 1.1.1 - Collect tax revenue in support of the State's General Fund. apective 1.1.2 - Reduce debt owed to South Carolina organizations and governmental entities by panding external stakeholder partnerships. apective 1.1.3 - Ensure equity across South Carolina taxpayers by pursuing non-compliant taxpayers rough fair identification, audit, and litigation. appective 1.1.4 - Increase taxpayer awareness and compliance through outreach and by simplifying and payment methods. artery 1.2 - Protect taxpayers and State revenues by enhancing fraud prevention & detection. appective 1.2.1 - Increase the prevention rate of fraudulent tax refunds distributed. appective 1.2.2 - Increase employee and public awareness of personal protection strategies to averagy 1.3 - Consolidate SCDOR's multiple tax processing systems into one efficient system, known as and averagy 1.3 - Consolidate SCDOR's multiple tax processing systems into one efficient system, known as and averagy 1.3 - Consolidate SCDOR's multiple tax processing systems into one efficient system, known as and averagy 1.3 - Consolidate SCDOR's multiple tax processing systems into one efficient system, known as and average 1.3 - Protect taxpayers and simplement Phase II (16). appear of the State of Scource of the State of Scource of the State of Scource of Scourc	\$ \$					
STI GO String Obb Obb Obb Obb Obb Obb Obb Obb Obb Ob	RATEGIC PLAN 2011 - Fairly administer and enforce the revenue and regulatory laws of the State of South 2012 - Fairly administer and enforce the revenue and regulatory laws of the State of South 2012 - Increase tax compliance of all taxpayers. 2014 - Increase tax ended to South Carolina organizations and governmental entities by 2015 panding external stakeholder partnerships. 2016 piective 1.1.3 - Ensure equity across South Carolina taxpayers by pursuing non-compliant taxpayers 2016 piective 1.1.3 - Increase taxpayer awareness and compliance through outreach and by simplifying 2017 piective 1.1.4 - Increase taxpayer awareness and compliance through outreach and by simplifying 2018 ping and payment methods. 2019 ping and payment methods. 2010 piective 1.2.1 - Increase the prevention rate of fraudulent tax refunds distributed. 2017 piective 1.3.1 - Consolidate SCDOR's multiple tax processing systems into one efficient system, known as 2018 piective 1.3.1 - Monitor and refine the taxes transitioned to DORWay in Phase II (FY15) and Phase II (16). 2017 piective 1.3.2 - Prepare for and implement Phase III of DORWay, scheduled for rollout in September 2017 piective 1.3.3 - Prepare for Phase IV of DORWay, scheduled for rollout in September 2017 piective 1.3.3 - Prepare for Phase IV of DORWay, scheduled for rollout in September 2017 piective 1.3.1 - Achieve an increasingly mature security governance Program. 2019 piective 2.1.1 - Achieve satisfactory results from each external regulatory body performing a security 2018 piective 2.1.1 - Achieve satisfactory results from each external regulatory body performing a security 2018 piective 2.1.1 - Achieve satisfactory results from each external regulatory body performing a security 2018 piective 2.1.1 - Achieve satisfactory results from each external regulatory body performing a security 2018 piec	\$ \$ \$ \$ \$ \$ \$ \$					
STT GO Strr Obb Ob Go Go Obb Ob Ob Go Obb Obb Obb Obb Obb Obb Obb Obb Obb Ob	RATEGIC PLAN aol 1 - Fairly administer and enforce the revenue and regulatory laws of the State of South rategy 1.1 - Increase tax compliance of all taxpayers. ijective 1.1.1 - Collect tax revenue in support of the State's General Fund. ijective 1.1.2 - Reduce debt owed to South Carolina organizations and governmental entities by panding external stakeholder partnerships. jective 1.1.3 - Ensure equity across South Carolina taxpayers by pursuing non-compliant taxpayers rough fair identification, audit, and litigation. jective 1.1.4 - Increase taxpayer awareness and compliance through outreach and by simplifying nag and payment methods. ategy 1.2 - Protect taxpayers and State revenues by enhancing fraud prevention & detection. ijective 1.2.1 - Increase the prevention rate of fraudulent tax refunds distributed. ijective 1.2.2 - Increase employee and public awareness of personal protection strategies to event fraud. ategy 1.3 - Consolidate SCDOR's multiple tax processing systems into one efficient system, known as DRWay. jective 1.3.1 - Monitor and refine the taxes transitioned to DORWay in Phase I (FY15) and Phase II (16). [16] [16] [17] [18] [18] [19] [19] [19] [10] [10] [11] [12] [13] [14] [15] [15] [15] [16] [17] [17] [18] [18] [19] [19] [10] [10] [10] [11] [12] [13] [14] [15] [15] [16] [17] [17] [18] [18] [19] [19] [19] [10	9 9 99 9 9 9 9					
ST Str Ob Ob Ob Ob Ob Ob Ob Str Ob Ob Str	RATEGIC PLAN 2011 - Fairly administer and enforce the revenue and regulatory laws of the State of South rategy 1.1 - Increase tax compliance of all taxpayers. 2012 - Increase tax revenue in support of the State's General Fund. 2013 - Gollect tax revenue in support of the State's General Fund. 2014 - Increase tax revenue in support of the State's General Fund. 2015 - Specific 1.1.2 - Reduce debt owed to South Carolina organizations and governmental entities by panding external stakeholder partnerships. 2016 - Specific 1.1.3 - Ensure equity across South Carolina taxpayers by pursuing non-compliant taxpayers rough fair identification, audit, and litigation. 2016 - July 1.1.4 - Increase taxpayer awareness and compliance through outreach and by simplifying go and payment methods. 2017 - Protect taxpayers and State revenues by enhancing fraud prevention & detection. 2018 - July 1.2 - Protect taxpayers and State revenues by enhancing fraud prevention & detection. 2018 - July 1.2 - Increase the prevention rate of fraudulent tax refunds distributed. 2019 - July 1.3 - Consolidate School State revenues of personal protection strategies to event fraud. 2016 - July 1.3 - Consolidate School State fraudition on efficient system, known as solution of the state of	\$ \$ \$ \$ \$ \$ \$ \$					

Agency Responding	Departm	ent of Revenue				
Date of Submission						
Objective 2.2.2 - Provide flexibility to Agency business operations by streamlining security processes.	\$	-				
Objective 2.2.3 - Increase taxpayer customer service by reducing the "time to market" for new	\$	_				
products and services.	1					
Objective 2.2.4 - Maintain and enhance employee and stakeholder safety in the workplace.	\$	-				
Strategy 2.3 - Increase security by consolidating multiple antiquated tax processing systems through	1 ″					
the implementation of DORWay.						
Objective 2.3.1 - Conduct a Risk Assessment of DORWay, Phase III, and achieve a score of 95% or	\$					
greater.	٦	=				
Objective 2.3.2 - Complete an Application Security Scan of MyDORWay (online taxpayer portal).	\$					
Objective 2.3.2 - Complete an Application Security Scan of MyDORWay (online taxpayer portal). Objective 2.3.3 - Complete an access review of DORWay users.	۶ s	-				
	\$	-				
Goal 3 - Maintain a positive customer service experience for all stakeholders. Strategy 3.1 - Increase taxpayer satisfaction by enhancing how the Agency interfaces with customers.	•					
strategy 5.2 morease tarpayer satisfaction by emailing now the rights merfaces with easterners.						
Objective 3.1.1 - Maintain a positive customer satisfaction score as reported through an independent	\$	-				
third party surveyor.						
Objective 3.1.2 - Enhance the customer service experience for stakeholders who utilize the Agency's	\$	-				
Objective 3.1.3 - Increase employee knowledge by providing in-class and e-learning training	Ś	_				
opportunities regarding Phase III of DORWay.	l '					
Strategy 3.2 - Streamline tax processing to ensure effective, accurate, and timely service for all	1					
taxpayers.						
Objective 3.2.1 - Increase the % of total tax returns received electronically.	\$					
Objective 3.2.2 - Increase the % of total tax returns received electronically.	\$	-				
	\$	-				
Objective 3.2.3 - Increase tax payments and license fees received electronically.	- ⁵	-				
Strategy 3.3 Increase customer satisfaction by offering assistance through the interpretation & dissemination of tax law.						
Objective 3.3.1 - Offer formal and informal legal interpretation of tax laws to advocate taxpayer	\$					
compliance.	٦	=				
	\$					
Objective 3.3.2 - Increase customer satisfaction by disseminating information to taxpayers to	\$	-				
advocate tax compliance.						
Goal 4 - Promote and maintain a competent, productive, and diverse workforce.	4					
Strategy 4.1 - Recruit and develop a competent, productive, and diverse workforce.	4.					
Objective 4.1.1 - Recruit and hire candidates that meet or exceed the minimum qualifications to	\$	-				
ensure Agency needs are met and sustained.						
Objective 4.1.2 - Increase employee knowledge by providing in-class, e-learning, and mentoring	\$	-				
Objective 4.1.3 - Support employee advancement through the attainment of relevant industry	\$	-				
Objective 4.1.4 - Continuously review and enhance succession planning efforts.	\$	-				
Strategy 4.2 - Value and retain a competent, productive, and diverse workforce.	1					
Objective 4.2.1 - Increase the % of employee evaluations (EPMS) completed by the due date.	\$	_				
Objective 4.2.2 - Enhance the Agency's competitiveness in the marketplace by conducting salary	\$	_				
studies.	,					
Objective 4.2.3 - Promote employee participation in health, wellness, and community outreach	\$					
	ې	-				
opportunities.	- ,					
Objective 4.2.4 - Meet or exceed State diversity goals.	\$	-		4		
Total spent toward Strategic Plan	1 \$	- \$	- \$	- \$	- \$	
Prior to receiving these report guidelines, did the agency have a comprehensive strategic plan? (enter	r					
Yes or No after the question mark in this cell)						
Caracter and the state of the s		Takal				
Spent/Transferred not toward Agency's Comprehensive Strategic Plan		Total				
Unrelated Purpose #1 - insert description:	\$	- \$	- \$	- \$	- \$	
Insert any additional unrelated purposes	<u>\$</u>	<u> </u>	- \$	- Ş	- Ş	_
Total not toward Strategic Plan in 2016-17	7 \$	- \$	- \$	- \$	- \$	
END OF YEAR AMOUNT REMAINING (2016-17)						
Appropriations and Authorizations remaining at end of year		Total				_
Source of Funds		N/A	0	0	0	
		N/A	0	0	0	
Recurring or one-time?		N/A N/A	0	0	0	
Recurring or one-time?		N/A	U	0		
State, Federal, or Other?		•				
State, Federal, or Other? State Funded Program Description in the General Appropriations Act		N/A	0		0	_
State, Federal, or Other? State Funded Program Description in the General Appropriations Act Total allowed to spend by END of 2016-17	\$	N/A \$	- \$	- \$	- \$	
State, Federal, or Other? State Funded Program Description in the General Appropriations Act Total allowed to spend by END of 2016-17 (minus) Spent to Achieve Agency's Comprehensive Strategic Plan	\$ \$	N/A	- \$ - \$	- \$ - \$	- \$ - \$	
State, Federal, or Other? State Funded Program Description in the General Appropriations Act Total allowed to spend by END of 2016-17	\$ \$ \$	N/A \$	- \$	- \$	- \$	

	Agency Responding	Depart	ment of Revenue				
ne#	Date of Submission Fiscal Year 2017-18						
	START OF YEAR FINANCIAL RESOURCES AVAILABLE (2017-18)						
1B	Revenue (generated or received) sources Revenue (generated or received) Source (do not combine recurring with one-time and please list the		Total N/A	Source #1 0	Source #2 0	Source #3 0	Source #4 0
2B	sources deposited in the same SCEIS Fund in consecutive columns) Recurring or one-time?		N/A	0	0	0	0
3B	State, Federal, or Other?		N/A	0	0	0	0
B-2 B-3	Organizational Unit (or all agency) that generated or received the money Indicate whether revenue is generated (by agency through sale of deliverables or application for		N/A N/A	0	0	0	0
4B	grants) or received (from state or set federal matching formula)? Does this money remain with the agency or go to the General Fund?		N/A	0	0	0	C
5B	Revenue (generated or received) last year Total generated or received by June 30, 2017 (end of 2016-17)	ė	Total - \$	- \$	- \$	- \$	
ов	Where revenue (generated or received) appears in SCEIS	Ş	- > Total	- \$	- >	- >	-
6B	SCEIS Fund # (Expendable Level - 8 digit) (full set of financials available for each through SCEIS); same Fund may be in multiple columns if multiple funding sources are deposited into it		N/A	0	0	0	(
7B	SCEIS Fund Description		N/A	0	0	0	(
	Cash balances at start of the year - (Cash balance for each Source of Fund should be entered only		<u>Total</u>				
B-2	once and appear in the column where the Source of Fund is first listed) Cash balance at the end of 2015-16	\$	- \$	- \$	- \$	- \$	-
B-3 8B	Change in cash balance during 2016-17 Total cash balance as of July 1, 2017 (start of 2017-18)	\$	- \$ - \$	- \$ - \$	- \$ - \$	- \$ - \$	-
вв		- > -	- >	- 5	- 5	- ş	-
	RESOURCES AGENCY IS ALLOWED TO USE (2017-18) General Appropriations Act Programs		Total				
9B .0B	State Funded Program # State Funded Program Description in the General Appropriations Act		N/A N/A	0	0	0	(
	Amounts Appropriated and Authorized (i.e. allowed to spend)		Total				
1B	Amounts appropriated, and amounts authorized, to the agency for 2016-17 that were not spent AND the agency can spend in 2017-18	\$	- \$	- \$	- \$	- \$	-
2B	2017-18 Appropriatations & Authorizations to agency (start of year)	\$	- \$	- \$	- \$	- \$ - \$	
3B 4B	Total allowed to spend at START of 2017-18 2017-18 Appropriatations & Authorizations to agency (during the year) (BUDGETED)	\$ \$	- \$ - \$	- \$ - \$	- \$ - \$	- \$ - \$	
5B	Total allowed to spend by END of 2017-18	\$	- \$	- \$	- \$	- \$	
	HOW RESOURCES ARE UTILIZED (2017-18) How Spending is Tracked		Total				
6B	Database(s) through which expenditures are tracked		N/A	0	0	0	C
	Summary of Resources Available		Total				
B B	Source of Funds If source of funds is multi-year grant, # of years, including this yr, remaining		N/A N/A	0	0	0	(
В	External restrictions (from state/federal govt, grant issuer, etc.), if any, on use of funds		N/A	0	0	0	(
OB 1B	State Funded Program Description in the General Appropriations Act Total Appropriated and Authorized (i.e. allowed to spend) by the end of 2017-18	\$	N/A - \$	0 - \$	0 - \$	- \$	-
	Toward Agency's 2017-18 Comprehensive Strategic Plan						
	(By Strategy at a minimum, and if possible, by Objective) STRATEGIC PLAN						
	Goal 1 - Fairly administer and enforce the revenue and regulatory laws of the State of South						
	Carolina. Strategy 1.1 - Increase tax compliance of all taxpayers.						
	Objective 1.1.1 - Collect tax revenue in support of the State's General Fund. Objective 1.1.2 - Reduce debt owed to South Carolina organizations and governmental entities by	\$	-				
	expanding external stakeholder partnerships.						
	Objective 1.1.3 - Ensure equity across South Carolina taxpayers by pursuing non-compliant taxpayers through fair identification, audit, and litigation.	\$	-				
	Objective 1.1.4 - Increase taxpayer awareness and compliance through outreach and by simplifying	\$	-				
	filing and payment methods. Strategy 1.2 - Protect taxpayers and State revenues by enhancing fraud prevention & detection.						
	Objective 1.2.1 - Increase the prevention rate of fraudulent tax refunds distributed.	\$	-				
	Objective 1.2.2 - Increase employee and public awareness of personal protection strategies to prevent fraud.	\$	-				
	Strategy 1.3 - Consolidate SCDOR's multiple tax processing systems into one efficient system, known as DORWay.						
	Objective 1.3.1 - Monitor and refine the taxes transitioned to DORWay in Phase I (FY15) and Phase II (FY16).	\$	-				
	Objective 1.3.2 - Prepare for and implement Phase III of DORWay, scheduled for rollout in September of 2017.	\$	-				
	Objective 1.3.3 - Prepare for Phase IV of DORWay, scheduled for rollout in September of 2018. Goal 2 - Ensure taxpayer security by utilizing state-of-the-art technology.	\$	-				
	Strategy 2.1 - Cultivate an increasingly mature security governance Program. Objective 2.1.1 - Achieve satisfactory results from each external regulatory body performing a security	\$	-				
	assessment or audit. Objective 2.1.2 - Increase employee knowledge by providing in-class and e-learning training	\$	-				
	opportunitiies regarding security and disclosure. Objective 2.1.3 - Perform oversight of partners and vendors.	\$	-				
	Strategy 2.2 - Increase efficiency and security by effectively utilizing state-of-the-art security technology and processes.	1					
	<u>technology and processes.</u> Objective 2.2.1 - Ensure security resources (appliances, hardware, software, etc) are fully leveraged.	\$	-				
	Objective 2.2.2 - Provide flexibility to Agency business operations by streamlining security processes.	\$	-				
	Objective 2.2.3 - Increase taxpayer customer service by reducing the "time to market" for new	\$	-				
	products and services. Objective 2.2.4 - Maintain and enhance employee and stakeholder safety in the workplace.	\$	-				

Agency Responding	Department of Revenue				
Date of Submission	ļ				
Strategy 2.3 - Increase security by consolidating multiple antiquated tax processing systems through					
the implementation of DORWay.	4.				
Objective 2.3.1 - Conduct a Risk Assessment of DORWay, Phase III, and achieve a score of 95% or	\$ -				
greater.	4 .				
Objective 2.3.2 - Complete an Application Security Scan of MyDORWay (online taxpayer portal).	\$ -				
Objective 2.3.3 - Complete an access review of DORWay users.	\$ -				
Goal 3 - Maintain a positive customer service experience for all stakeholders.					
Strategy 3.1 - Increase taxpayer satisfaction by enhancing how the Agency interfaces with customers.					
Objective 3.1.1 - Maintain a positive customer satisfaction score as reported through an independent	\$ -				
Objective 3.1.1 - Maintain a positive customer satisfaction score as reported through an independent third party surveyor.					
Objective 3.1.2 - Enhance the customer service experience for stakeholders who utilize the Agency's	\$ -				
public facing teams (i.e., Call Center, TAO, etc.).	*				
Objective 3.1.3 - Increase employee knowledge by providing in-class and e-learning training	\$ -				
opportunities regarding Phase III of DORWay.	['				
Strategy 3.2 - Streamline tax processing to ensure effective, accurate, and timely service for all	1				
taxpayers.					
Objective 3.2.1 - Increase the % of total tax returns received electronically.	\$ -				
Objective 3.2.2 - Increase taxpayer usage of the MYDORWay portal.	š -				
Objective 3.2.3 - Increase tax payments and license fees received electronically.	š -				
Strategy 3.3 Increase customer satisfaction by offering assistance through the interpretation &	1'				
dissemination of tax law.					
Objective 3.3.1 - Offer formal and informal legal interpretation of tax laws to advocate taxpayer	\$ -				
compliance.	*				
Objective 3.3.2 - Increase customer satisfaction by disseminating information to taxpayers to	\$ -				
advocate tax compliance.	*				
Goal 4 - Promote and maintain a competent, productive, and diverse workforce.					
Strategy 4.1 - Recruit and develop a competent, productive, and diverse workforce.					
Objective 4.1.1 - Recruit and hire candidates that meet or exceed the minimum qualifications to	\$ -				
ensure Agency needs are met and sustained.	1				
Objective 4.1.2 - Increase employee knowledge by providing in-class, e-learning, and mentoring	\$ -				
training opportunities.	['				
Objective 4.1.3 - Support employee advancement through the attainment of relevant industry	\$ -				
credentials.	1				
Objective 4.1.4 - Continuously review and enhance succession planning efforts.	\$ -				
Strategy 4.2 - Value and retain a competent, productive, and diverse workforce.	1				
Objective 4.2.1 - Increase the % of employee evaluations (EPMS) completed by the due date.	\$ -				
Objective 4.2.2 - Enhance the Agency's competitiveness in the marketplace by conducting salary	š -				
studies.	1				
Objective 4.2.3 - Promote employee participation in health, wellness, and community outreach	\$ -				
opportunities.	1				
Objective 4.2.4 - Meet or exceed State diversity goals.	\$ -				
Total spent toward Strategic Plan	_	- \$	- \$	- \$	
. Stat. Spaint toward attacegra i lai	· · · ·	•	•	•	
Prior to receiving these report guidelines, did the agency have a comprehensive strategic plan? (enter					
Yes or No after the question mark in this cell)					
Spent/Transferred not toward Agency's Comprehensive Strategic Plan	Total				
Unrelated Purpose #1 - insert description:	\$ - \$	- \$	- \$	- \$	
Insert any additional unrelated purposes	s - \$	- \$	- \$	- \$	_
Total not toward Strategic Plan in 2017-18	\$ - \$	- \$	- \$	- \$	
END OF YEAR AMOUNT REMAINING (2017-18)					
Appropriations and Authorizations remaining at end of year	Total				_
			0	^	
Source of Funds	N/A	0	0	0	
Recurring or one-time?	N/A	0	0	0	
State, Federal, or Other?	N/A	0	0	0	
State Funded Program Description in the General Appropriations Act	N/A	0	0	0	_
Total allowed to spend by END of 2017-18	\$ - \$	- \$	- \$	- \$	
	\$ - \$	- \$	- \$	- \$	
(minus) Spent to Achieve Agency's Comprehensive Strategic Plan (BUDGETED)					
(minus) Spent to Achieve Agency's Comprenensive Strategic Plan (BUDGETED) Amount of appropriations and authorizations remaining (BUDGETED)	\$ - \$	- \$ - \$	- \$ - \$	- \$ - \$	_

Performance Measures

(Study Step 2: Performance)

Agency Responding	Department of Revenue
Date of Submission	

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

Performance Measure	Type of Measure:	Agency selected; Required by State; or Required by Federal:	Time Applicable	Actual row	Target and Actual Results (Time Period #1)	Target and Actual Results (Time Period #2)	Target and Actual Results (Time Period #3)	Target and Actual Results (Time Period #4)	Target and Actual Results (Time Period #5 - most recent completed time period)	Target Results Time Period #6 (current time period)	Currently using, considering using in future, no longer using
Total SCDOR General Fund Tax Revenue			July - June	Target:							
Collections (Dollars in Billions)				Actual:							
Total SCDOR Other Fund Tax Revenue Collections			July - June	Target:							
(Dollars in Billions)				Actual:							
Percentage of tax returns filed electronically.			July - June	Target:							
				Actual:							
Percentage of dollars collected through			July - June	Target:							
electronic services.				Actual:							
Cost per dollar collected			July - June	Target:							
				Actual:							
Number of NEXUS registrations.			July - June	Target:							
				Actual:							
Number tax audits completed.			July - June	Target:							
·				Actual:							
Dollars assessed by SCDOR's audit services			July - June	Target:							
(dollars in millions)				Actual:							
Percentage increase in collections from the Debt			January -	Target:							
Setoff Program			December	Actual:							
Collections from the Governmental Enterprise			January -	Target:							
Accounts Receivable Program (GEAR) (dollars in			December	Actual:							1
Percentage increase in the total tax dollars saved			July - June	Target:							
from the identification of fraudulent activity.			,	Actual:							1
Percentage of total tax dollars saved due to the			July - June	Target:							
identification of fraudulent activity as a result of			,	Actual:							
Number of tax types migrated to DORWay Phase			July - June	Target:							
III			sary sarre	Actual:							
Percentage of completion for migrating tax types			July - June	Target:							
to DORWay Phase III.			,	Actual:							
Number of taxpayer accounts migrated to			July - June	Target:							
DORWay Phase III.			sary sarre	Actual:							
Percentage of completion for migrating taxpayer			July - June	Target:							
accounts to DORWay Phase III.			July Julic	Actual:							
Number of transaction tests performed in			July - June	Target:							
DORWay Phase III.			July Julic	Actual:							
Percentage completion rate of DORWay, Phase		1	July - June	Target:					1		
III, transaction testing.			July - Julie	Actual:					1		1
Percentage of external security assessments and	 	+	July - June	Target:	t		†	†			
audits passed successfully.			July - Julie	Actual:			+	†			
Percentage compliance rate achieved on a risk		+	July - June	Target:			+	†			
assessment of DORWay. Phase III.			July - Julie	Actual:							1
Percentage completion rate of MyDORWay		+	July - June	Target:			+	†			
application security scan.			July - Julie	Actual:			+	†			
Percent of new employees fingerprinted and		+	July - June	Target:		 	 	 			
background checked.			July - Julie	Actual:			 	 			1
Percentage of existing, active SCDOR employees			July - June	Target:			 	 			
			July - Julie	Actual:	1		+	 			1
to complete required security and disclosure Number of enhancements made to the security	-	+	Index Trans		-		-	-	1		
			July - June	Target:	+		 	+	1		1
of SCDOR facilities.		+	technic terminal	Actual:	-		-	_			
Number of formal advisory opinions resolved and			July - June	Target:	1		 	 			
published by SCDOR's Policy Division	l		1	Actual:		1				l	1

Performance Measures

(Study Step 2: Performance)

Performance Measure	Type of Measure:	Agency selected; Required by State; or Required by Federal:	Time Applicable	Actual row	Target and Actual Results (Time Period #1)	Target and Actual Results (Time Period #2)	Target and Actual Results (Time Period #3)	Target and Actual Results (Time Period #4)	Target Results Time Period #6 (current time period)	Currently using, considering using in future, no longer using
and subscribers to external communications.				Actual:						
Number of taxpayer education courses offered			July - June	Target:						
and number of participants.				Actual:						
Percentage of taxpayers reporting an excellent			July - June	Target:						
satisfaction rate for external taxpayers classes				Actual:						
Number of SCDOR tweets, new twitter followers			July - June	Target:						
and links clicked through SCDOR tweets				Actual:						
Number of SCDOR external communications and			July - June	Target:						
publications. Percentage increase in SCDOR website page			total torre	Actual: Target:						
rercentage increase in SCDOR website page			July - June	Actual:						
Percentage increase in SCDOR website users.			July - June	Target:						
referrage increase in SCDON website users.			July - Julie	Actual:						
SCDOR website bounce rate.			July - June	Target:						
	1		' ·	Actual:						1
Number of DORWay, Phase III, training			July - June	Target:						
attendees.				Actual:						
Number of DORWay, Phase III, training sessions			July - June	Target:						
held.				Actual:						
Number of external partners interfacing with	1		July - June	Target:		ļ				
DORWay, Phase III.				Actual:						
Number of enhancements made to DORWay,			July - June	Target:						
Phase I and Phase II.			total tour	Actual:						
Number of tax revenue data requests received			July - June	Target: Actual:						
and responded to. Percentage of tax revenue data requests			July - June	Target:						
completed within one business day.			July - Julie	Actual:						
Number of internal training courses offered to			July - June	Target:						
SCDOR employees.			July Julie	Actual:						
Percentage of employees reporting an excellent			July - June	Target:						
satisfaction rate for internal training classes			,	Actual:						
Percentage increase in knowledge resulting from			July - June	Target:						
SCDOR's Audit Mentor Program.				Actual:						
Number of community outreach opportunities			July - June	Target:						
offered to employees.				Actual:						
Percentage of personnel participating in			July - June	Target:						
community outreach activities.			total torre	Actual:						
Total dollars donated by personnel to community			July - June	Target: Actual:						
outreach activities. Number of boxes of goods donated by personnel			July - June	Target:						
to community outreach activities.			July Julic	Actual:						
Average number of health and wellness activities	İ		July - June	Target:						
offered each quarter.	<u> </u>	<u> </u>	<u> </u>	Actual:						<u> </u>
Percentage of employees participating in health			July - June	Target:						
and wellness activities.				Actual:		_	_			
SCDOR's health and wellness score.			July - June	Target:						
	ļ		ļ	Actual:		ļ				
Number of opportunities provided to personnel			July - June	Target:						
to provide input for Strategic and Annual	1	1	L.L. L	Actual:						
Percentage of employees providing Strategic and			July - June	Target:						
Process Improvement feedback. Number of employees who participated by	1	+	July - June	Actual: Target:		1	1			
providing feedback for Strategic and Annual	1		July - Julie	Actual:						
Percentage employee turnover rate		+	July - June	Target:						
. c. centage employee turnover rate	1		July Julie	Actual:						1
Average monthly equal opportunity goal met.	İ		July - June	Target:						
5,			,	Actual:						
				Target:						
				Actual:						
				Target:						
	İ		<u> </u>	Actual:						<u> </u>

<u>Comprehensive Strategic Plan Summary</u> (Study Step 1: Agency Legal Directives, Plan and Resources; and Study Step 2: Performance)

Agency Responding	Department of Revenue
Date of Submission	
•	*
Mission: Insert Mission here	
Legal Basis:	
Vision: Insert Vision here	

	2016-17	
Total # of FTEs	Total amount	
available / Total	Appropriated and	
# filled at start	Authorized to Spend	
of year		
Available FTEs:	\$	-
Filled FTEs:		
Temp/Grant:		
Time Limited:		
Dart Timo		

Available FTEs: Filled FTEs: Temp/Grant: Time Limited: Part Time:

			¥	-1			13							
				2016-17			2	017-18						
2017-18 Comprehensive Strategic Plan Part and Description (e.g., Goal 1 - Insert Goal 1; Strategy 1.1 - Insert Strategy 1.1; Objective 1.1.1 - Insert Objective 1.1.1)	Intended Public Benefit/Outcome: (Ex. Outcome = incidents decrease and public perceives that the road is safer)	# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend	Associated General Appropriations Act Program(s) (if there are a number of different assoc. programs, please enter "A," then explain at the end of the chart what is included in "A")	# of FTE equivalents planned to utilize	Amount budgeted (including employee salaries/wages and benefits)	Available to	Associated General Appropriations Act Program(s)	Associated Performance Measures (Please ensure each performance measure is on a separate line within the cell by typing the first associated performance measure, "Alt = Enter," ther type the next assoc. PM, "alt + Enter," and continue until all associated PMs are entered)	Associated Organizational Unit(s)	Responsible Employee Name 8 Time staff member has been responsible for the goal or objective (e.g., John Doe (responsible less than 3 years) or Jane Doe (responsible more than 3 years))	Does this person have input into the budget for this goal, strategy or objective? (Y/N)	Partner(s), by segment, the agency works with to achieve the objective (Federal Government; State Government; Local Government; High Education Institution; K-12 Education Institution; Private Business; Non-Pro Entity; Individual; or Other)
Goal 1 - Fairly administer and enforce the revenue and regulatory laws of the State of South														
Strategy 1.1 - Increase tax compliance of all				#DIV/0!				#DIV/0!						
Objective 1.1.1 - Collect tax revenue in support of the State's General Fund.				#DIV/0!				#DIV/0!						
Objective 1.1.2 - Reduce debt owed to South Carolina organizations and governmental entities by expanding external stakeholder partnerships.				#DIV/0!				#DIV/0!						
Objective 1.1.3 - Ensure equity across South Carolina taxpayers by pursuing non-compliant taxpayers through fair identification, audit, and litigation.				#DIV/0!				#DIV/0!						
Objective 1.1.4 - Increase taxpayer awareness and compliance through outreach and by simplifying filing and payment methods.				#DIV/0!				#DIV/0!						
Strategy 1.2 - Protect taxpayers and State revenues by enhancing fraud prevention & detection.				#DIV/0!				#DIV/0!						
Objective 1.2.1 - Increase the prevention rate of fraudulent tax refunds distributed.				#DIV/0!				#DIV/0!						
Objective 1.2.2 - Increase employee and public awareness of personal protection strategies to prevent fraud				#DIV/0!				#DIV/0!						
Strategy 1.3 - Consolidate SCDOR's multiple tax processing systems into one efficient system, known as DORWay				#DIV/0!				#DIV/0!						
Objective 1.3.1 - Monitor and refine the taxes transitioned to DORWay in Phase I (FY15) and Phase II (FY16)				#DIV/0!				#DIV/0!						
Objective 1.3.2 - Prepare for and implement Phase III of DORWay, scheduled for rollout in September of				#DIV/0!				#DIV/0!						
Objective 1.3.3 - Prepare for Phase IV of DORWay, scheduled for rollout in September of 2018				#DIV/0!				#DIV/0!						
Goal 2 - Ensure taxpayer security by utilizing state-of-the-art technology.														
state-of-the-art technology. Strategy 2.1 - Cultivate an increasingly mature				#DIV/0!				#DIV/OI						
security aovernance Program. Objective 2.1.1 - Achieve satisfactory results from				#DIV/0!				#DIV/0!						
each external regulatory body performing a security assessment or audit. Objective 2.1.2 - Increase employee knowledge by				#DIV/0!				#DIV/0!						
providing in-class and e-learning training onnortunities regarding security and disclosure Objective 2.1.3 - Perform oversight of partners and				#DIV/0!				#DIV/0!						
vendors. Strategy 2.2 - Increase efficiency and security by				#DIV/0!				#DIV/0!						
effectively utilizing state-of-the-art security technology and processes Objective 2.2.1 - Ensure security resources				#DIV/0!				#DIV/OI						
(appliances, hardware, software, etc) are fully leveraged.								,						
Objective 2.2.2 - Provide flexibility to Agency business operations by streamlining security processes.				#DIV/0!				#DIV/0!						
Objective 2.2.3 - Increase taxpayer customer service by reducing the "time to market" for new products and services.				#DIV/0!				#DIV/0!						
Objective 2.2.4 - Maintain and enhance employee and stakeholder safety in the workplace.				#DIV/0!				#DIV/0!						
Strategy 2.3 - Increase security by consolidating multiple antiquated tax processing systems through the implementation of DORWay				#DIV/0!				#DIV/0!						
Objective 2.3.1 - Conduct a Risk Assessment of DORWay, Phase III, and achieve a score of 95% or greater.				#DIV/0!				#DIV/0!						
Objective 2.3.2 - Complete an Application Security Scan of MvDORWay (online taxpayer portal).				#DIV/0!				#DIV/0!						
Objective 2.3.3 - Complete an access review of DORWay users. Goal 3 - Maintain a positive customer service				#DIV/0!				#DIV/0!						
experience for all stakeholders. Strategy 3.1 - Increase taxpayer satisfaction by				#DIV/0!				#DIV/0!						
enhancing how the Agency interfaces with customers														

<u>Comprehensive Strategic Plan Summary</u> (Study Step 1: Agency Legal Directives, Plan and Resources; and Study Step 2: Performance)

										_				
				2016-17				017-18						
2017-18 Comprehensive Strategic Plan Part and	Intended Public Benefit/Outcome:	# of FTE	Amount Spent (including	% of Total	Associated General	# of FTE	Amount budgeted	% of Total	Associated General	Associated Performance Measures	Associated	Responsible Employee Name &	Does this person	Partner(s), by segment, the agency
Description	(Ex. Outcome = incidents decrease and public	equivalents	employee salaries/wages	Available to		equivalents	(including employee	Available to	Appropriations Act	(Please ensure each performance	Organizational Unit(s)	Time staff member has been	have input into the	works with to achieve the objective
(e.g., Goal 1 - Insert Goal 1; Strategy 1.1 - Insert	perceives that the road is safer)	utilized	and benefits)	Spend	(If there are a number of different		salaries/wages and	Budget	Program(s)	measure is on a separate line within the		responsible for the goal or	budget for this	(Federal Government; State
Strategy 1.1; Objective 1.1.1 - Insert Objective 1.1.1)					assoc. programs, please enter "A,"	utilize	benefits)			cell by typing the first associated		objective	goal, strategy or	Government; Local Government; Higher
					then explain at the end of the					performance measure, "Alt + Enter," the	n	(e.g. John Doe (responsible less	objective? (Y/N)	Education Institution; K-12 Education
					chart what is included in "A")					type the next assoc. PM, "Alt + Enter,"		than 3 years) or Jane Doe		Institution; Private Business; Non-Profit
										and continue until all associated PMs are		(responsible more than 3 years))		Entity; Individual; or Other)
										entered)				
Objective 3.1.1 - Maintain a positive customer				#DIV/0!				#DIV/0!						
satisfaction score as reported through an								,						
independent third party surveyor														
Objective 3.1.2 - Enhance the customer service				#DIV/0!				#DIV/0!						
Objective 3.1.3 - Increase employee knowledge by				#DIV/0!				#DIV/0!						
providing in-class and e-learning training								,						
onnortunities regarding Phase III of DORWay														
Strategy 3.2 - Streamline tax processing to ensure				#DIV/0!				#DIV/0!						
effective, accurate, and timely service for all														
taxpavers.														
Objective 3.2.1 - Increase the % of total tax returns				#DIV/0!				#DIV/0!						
Objective 3.2.2 - Increase taxpayer usage of the				#DIV/0!				#DIV/0!						
MYDORWay portal.														
Objective 3.2.3 - Increase tax payments and license				#DIV/0!				#DIV/0!						
fees received electronically.														
Strategy 3.3 Increase customer satisfaction by				#DIV/0!				#DIV/0!						
offering assistance through the interpretation &														
dissemination of tax law.														
Objective 3.3.1 - Offer formal and informal legal				#DIV/0!				#DIV/0!						
interpretation of tax laws to advocate taxpayer														
compliance														
Objective 3.3.2 - Increase customer satisfaction by				#DIV/0!				#DIV/0!						
disseminating information to taxpayers to advocate														
tax compliance.														
Goal 4 - Promote and maintain a competent,														
productive, and diverse workforce.														
Strategy 4.1 - Recruit and develop a competent,				#DIV/0!				#DIV/0!						
productive, and diverse workforce.				#DIV/U:				#DIV/U:						
Objective 4.1.1 - Recruit and hire candidates that		+		#DIV/0!				#DIV/0!						
meet or exceed the minimum qualifications to ensure				mDIV/U:				WDIV/O:						
Agency needs are met and sustained														
Objective 4.1.2 - Increase employee knowledge by		1		#DIV/0!				#DIV/0!						
Objective 4.1.3 - Support employee advancement				#DIV/0!				#DIV/0!						
Objective 4.1.3 - Support employee advancement Objective 4.1.4 - Continuously review and enhance		+	+	#DIV/0!		1		#DIV/0!				+		
Strategy 4.2 - Value and retain a competent,		+	+	#DIV/0!		1		#DIV/0!				+		
productive, and diverse workforce.		1	1	HDIV/U!	1			#DIV/UI				I		
Objective 4.2.1 - Increase the % of employee		1		#DIV/0!	+			#DIV/0!				+		
evaluations (EPMS) completed by the due date.		1	1					11014/01				1		
Objective 4.2.2 - Enhance the Agency's		1		#DIV/0!	+			#DIV/0!				+		
competitiveness in the marketplace by conducting		1	1									1		
salary studies.		1	1					1				1		
Objective 4.2.3 - Promote employee participation in		1		#DIV/0!		1		#DIV/0!						
health, wellness, and community outreach		1	1									1		
opportunities		1	1	1	1			1				I		
Objective 4.2.4 - Meet or exceed State diversity goals.				#DIV/0!				#DIV/0!						
	1	-			V	-	•		•	*	•	•		

Spent/Transferred NOT toward Agency's Comprehensive Strategic Plan		
Unrelated Purpose #1 - insert description:	#DIV/0!	#DIV/0!
Insert any additional unrelated numoses	#01//01	#DIV/01

LAWS CHART

<u>Jurisdiction</u>

State Federal

Type of Law

Statute Regulation Proviso

Does law specify a customer?

Yes No

Does law specify a deliverable?

Yes - Providing report

Yes - Serving on board, commission, or committee

Yes - Other service or product

Nο

DELIVERABLES CHAR

Evaluate Outcome?

Yes No

Know annual # of potential customers?

Yes No

Know annual # of customers served?

Yes No

Evaluate Customer Satisfaction?

Yes No

Know cost per unit?

Yes No

Allowed to Charge for service or product?

No

Is deliverable provided because...

Require Allow

Not specifically mentioned in law, but provided to achieve

the requirements of the applicable law

PERFORMANCE MEASURES CHART

Currently using, in future, no longer?

Currently using Considering using No longer using

Types of Measure?

Outcome Measure Efficiency Measure Output Measure Input/Activity Measure

Required By?

Agency Selected
State government
Federal government + Agency State government + Agency State government + Agency State government + Agency State government + Agency State government + Agency State government + Agency Selected

State government + Agency Selected Federal government + Agency Selected

STRATEGIC PLAN SUMMARY CHART

Person have input on budget?

Yes No

Recurring or one-time?

Recurring One-Time

State, Federal, or Other?

State Federal Other

Indicate whether revenue is generated (by agency through sale of deliverables or application for grants) or received (from state or set federal matching formula)?

Generated by agency

Received from state or set federal match

Does this money remain with the agency or go

to the General Fund? Remain with agency

Go to the General Fund

ORGANIZATIONAL UNIT CHART

Track employee satisfaction?

Yes No DNE

Allow anonymous feedback?

Yes No DNE

Jobs require a certification?

Yes No DNE

Pay for/provide required certifications?

All Some None DNE