Fiscal Year 2014-15
Accountability Report

SUBMISSION FORM

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

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Contact:</td>
<td>Diane Porter</td>
<td>734.3802</td>
</tr>
<tr>
<td>Secondary Contact:</td>
<td>Rachael Fulmer</td>
<td>734.2266</td>
</tr>
</tbody>
</table>

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

Agency Director
(Sign/Date):

(Type/Print Name):

Board/CmSN Chair
(Sign/Date):

(Type/Print Name):

BELOW IS THE CURRENT AGENCY STRUCTURE:

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

CUSTOMER FOCUS INCLUDES THE CUSTOMER REQUIREMENTS, NEEDS, AND EXPECTATIONS. WITH AN AGENCY SO DIVERSE IN ITS PROGRAMS, IT WAS IMPORTANT TO IDENTIFY KEY CUSTOMERS BASED UPON STATUTORY, CONTRACTUAL, OR OTHER RELATIONSHIPS AND TO GAIN FEEDBACK FROM THOSE CUSTOMERS ON HOW WE ARE RESPONDING AND THE QUALITY OF SERVICE WE ARE PROVIDING. THE AGENCY WILL CONTINUE TO MONITOR AND EVALUATE CUSTOMER FEEDBACK.
CONTINUOUS IMPROVEMENT WAS AN IMPORTANT GOAL RECOGNIZED BY STAFF TO ENSURE PROGRAMS PUT IN PLACE ARE ACCURATE, USEFUL, AND UNDERSTANDABLE. THE AGENCY WILL CONTINUE TO MEASURE AND EVALUATE PROGRAM EFFECTIVENESS AND IDENTIFY OPPORTUNITIES FOR IMPROVEMENT. THIS WILL ENSURE THAT SERVICES AND REPORTS ARE IN COMPLIANCE WITH FEDERAL AND STATE LAWS AND ARE RESPONSIVE TO CUSTOMER NEEDS.

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

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

Provide leadership for the agency (including BEA and RFA Board)

<table>
<thead>
<tr>
<th>Program/Title</th>
<th>FY 2013-14 Expenditures</th>
<th>FY 2014-15 Expenditures</th>
<th>Associated Objective(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>General</td>
<td>Other</td>
<td>Federal</td>
</tr>
<tr>
<td>Administration</td>
<td>$</td>
<td>-</td>
<td>$</td>
</tr>
</tbody>
</table>

### II. Program Services

Each Program within Revenue and Fiscal Affairs have diverse responsibilities in gathering, researching, maintaining, and providing independent and professional analysis, information, and reports to state and local officials regarding demographic, economic, redistricting, financial, geodetic, health, and other data in developing public policy, fiscal stability, and effective administration of programs.

<table>
<thead>
<tr>
<th>Program/Title</th>
<th>FY 2013-14 Expenditures</th>
<th>FY 2014-15 Expenditures</th>
<th>Associated Objective(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>General</td>
<td>Other</td>
<td>Federal</td>
</tr>
<tr>
<td>Program Services</td>
<td>$</td>
<td>-</td>
<td>$</td>
</tr>
</tbody>
</table>

### III. Employee Benefits

<table>
<thead>
<tr>
<th>Program/Title</th>
<th>FY 2013-14 Expenditures</th>
<th>FY 2014-15 Expenditures</th>
<th>Associated Objective(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>General</td>
<td>Other</td>
<td>Federal</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>$</td>
<td>-</td>
<td>$869,583</td>
</tr>
<tr>
<td>Item</td>
<td>Performance Measure</td>
<td>Last Value</td>
<td>Current Value</td>
</tr>
<tr>
<td>------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>------------</td>
<td>---------------</td>
</tr>
<tr>
<td>1</td>
<td>Percentage of Fiscal Impact Statements Prepared in 14 days or less</td>
<td>77%</td>
<td>72%</td>
</tr>
<tr>
<td>2</td>
<td>Increased usage in the RealTime Network</td>
<td>542</td>
<td>648</td>
</tr>
<tr>
<td>3</td>
<td>Retention Rate of Users of the RealTime Network</td>
<td>N/A</td>
<td>98%</td>
</tr>
<tr>
<td>4</td>
<td>Expansion of the South Carolina Health Exchange under contract with the South Carolina Health Information Partnership</td>
<td>547,208 registered patients</td>
<td>940,000 registered patients</td>
</tr>
<tr>
<td>5</td>
<td>Distribution of reimbursement requests from the SC CMRS Wireless E911 fund, to local SC 911 jurisdictions and wireless service providers</td>
<td>$18,714,486 for 194 requests</td>
<td>$19,213,920 for 178 requests</td>
</tr>
<tr>
<td>6</td>
<td>Distribution of funds to the local SC 911 jurisdictions</td>
<td>$11,077,348</td>
<td>$11,348,088</td>
</tr>
<tr>
<td>7</td>
<td>Percent of employees completed Cyber Security Training</td>
<td>N/A</td>
<td>100%</td>
</tr>
<tr>
<td>8</td>
<td>Number of agency wide employee meetings/events</td>
<td>N/A</td>
<td>3</td>
</tr>
<tr>
<td>9</td>
<td>Percent of planning stage documents completed within 2 months of universal date for existing employees and within 1 month of hiring new employee.</td>
<td>N/A</td>
<td>83%</td>
</tr>
<tr>
<td>10</td>
<td>Percent of employees responding to employee surveys</td>
<td>N/A</td>
<td>45%</td>
</tr>
<tr>
<td>11</td>
<td>Employee appreciation score</td>
<td>N/A</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td>Quality of Service RFA provides</td>
<td>N/A</td>
<td>4.46</td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------</td>
<td>-----</td>
<td>------</td>
</tr>
<tr>
<td>13</td>
<td>Overall Satisfaction with RFA</td>
<td>N/A</td>
<td>4.52</td>
</tr>
<tr>
<td>14</td>
<td>Accuracy of General Fund revenue forecast</td>
<td>0.35%</td>
<td>1.75%</td>
</tr>
</tbody>
</table>
Revenue and Fiscal Affairs Office

Item #

1. Continuous Improvement
   - In order to achieve the agency’s mission and fulfill our vision, our office must continually engage in a review and improve agency performance.

2. Addressed statewide information security requirements, Provisions 117.113 and 103.32

3. Completed a gap analysis and developed an implementation plan for each of the thirteen InfSpar policies

4. Identified critical programs for inclusion in the State’s Disaster Recovery Plan

5. Identified IT assets, personnel, budgets, and recurring costs for State planning

6. Reviewed all references to RFA and provided recommendations on administrative name changes to the Code Commissioners as provided in Act 121 of 2014

7. Identified eighteen statutes requiring substantive legislative changes; changes were approved in the Senate in S. 563, which currently resides in House Judiciary

8. Developed a new fiscal impact process after reviewing the prior output and process of the Board of Economic Advisors, Office of Economic Research, and State Budget Division

9. Streamlined the form and included a summary table

10. Created a new input template to improve expenditure and revenue analysts’ efficiency

11. Created a new procedure for producing final fiscal impact statements on the seventy-eight bills that were enacted or ratified during the 2015 General Assembly

12. Produced 375 fiscal impact statements and 181 other information requests for the General Assembly

13. Completed 72% of impacts within a fourteen-day turnaround

14. Developed a new Sales Order system to enable check and credit card billing by RFA through a shared software application

15. Assignment of a sequential number to each transaction for audit support

16. Ability to attach project related documents

17. Ability to track and report on customer base

18. Began development of a new legislative budget system using in-house staff and resources from Budget Development and Health and Demographics to facilitate RFA’s legislative budget support mandates

19. Replaces an unreliable and obsolete mainframe system that will be decommissioned in FY 2015-16

20. Provides alignment with SCEDS modules and workflow used by the Executive Budget Office, while avoiding reporting and output gaps that makes SCEDS unsuitable for budget development use by the General Assembly

21. Enhances support for flexible reporting and the incorporation of legislative “decision packages”

22. In-house development team will provide agile development and customization cycles with associated low cost and close alignment with end-use needs.

23. Completed a comprehensive Other Funds Survey of all agencies as requested by the House and Senate staff

24. Updated the Historical Analysis report for 2014, and published the report on the RFA website

25. Coordinated with DOR to obtain matched federal and state individual income tax data to allow enhanced analysis of revenue implications from changes to state law

26. Enhanced and revised the FY 2013 Local Government Finance Report by adding several revenue items to the report after discussion with county and municipal officials.

27. Improved the methodology used to create the Orange County Report for FEMA to include the HURRICANE guidelines and to mimic rate calculations used by the National Flood Insurance Program.

28. Customer Focus

29. Our analysis and data are used by others to assist in their decision making process. If our reports are not useful to others, then thorough of analysis is questionable and may not need to be performed

30. Organized a Customer Focus Team

31. Developed a Customer Satisfaction Survey to assess customer satisfaction

32. Provided direct assistance to Ways and Means and Senate Finance Staff and committees during the budget process

33. Provided budget analysis and coordination with state agencies, produced the Summary Control Document, monitored budget amendments, drafted provisions and creating reports, certified the balance of the appropriation bills and act, produced appropriation act for ratification

34. Worked with the General Assembly and local election and voter registration offices to identify overpopulated voting precincts

35. Created eight new maps of record and assisted in drafting legislation

36. Created maps of record and assisted in drafting legislation for three joint county fire districts

37. Assisted the Federal Court in Frazer v. Jasper County School District by providing technical advice, expert testimony, and drafting the court ordered redistricting plan

38. Reviewed school districts in regards to redistricting requirements. Assisted in drafting twenty bills and maps of record for affected districts

39. Provided GIS data analysis for two public entities to verify spatial location of addresses. The staff geocoded over 180,000 addresses and conducted spatial analysis on locations with a two-day turnaround

40. Provided redistricting assistance in three municipalities and created new maps and statistics for compliance with redistricting requirements. Conducted training on redistricting and annexation procedures for the municipalities in Orangeburg County

41. Coordinated with executive and legislative leadership to provide the U.S. Census Bureau officially establish RFA as the state liaison for the 2020 redistricting data program

42. Worked with the General Assembly and local election and voter registration offices to identify overpopulated voting precincts

43. Created a notification program so users of the C.R. Real Time network would be notified if the network service was interrupted

44. Collaborated with HHS, DHEC, Clemson, and USC birth outcomes research, programs, and program evaluation in South Carolina

45. Collaborated with Uber, S.C. Municipal Association, and the Senate regarding H. 3255, the Transportation Network Act

46. Worked with Office of Coastal Management by providing horizontal coordinates and elevations for 750 monuments

47. Initiated a notification program so users of the C.R. Real Time network would be notified if the network service was interrupted

48. Collaborated with HHS on Healthy Connections PRIME, a new coordinated care approach for individuals dually eligible for Medicare and Medicaid

49. Collaborated with HPH, DHHEC, Clemson, and USC birth outcomes research, programs, and program evaluation in South Carolina

50. Explored the strategic opportunities in the linkage of Homeless Coalition data to hospital and Medicaid data

51. Improved the process of linking GIS information to SDE information for the direct certification of individuals for food/reduced lunch based on existing participation in SNAP

52. Assisted the Data Committee for the Governor’s Domestic Violence Task Force

53. Assisted the Data Committee for the Governor’s Prescription Drug Abuse Task Force

54. Continued to play a central role in Partnership for Patients-D ata Coordinator/Data Support, Whole Patient Measure of Safety, Cardiac Arrest Registry for Enhanced Survival, and Preventing Avoidable Readmissions Together

55. Initiated a pilot program for nursing facilities in the state to begin using Phoenix

56. Expanded the ABC Quality tablet application to incorporate the Grow Healthy standards for Level A child care centers and the Level B and C standards for family and group child care centers

57. Expanded health professions data holdings which are used by professional associations, academic researchers, and public health officials to examine the distribution and qualifications of care providers in the state

58. Continued the South Carolina Health Information Exchange under a contract with the South Carolina Health Information Partnership
Reviewed 188 reimbursement requests and distributed approximately $20 million in cost recoveries for PSAPs.

Assisted three counties with GIS analysis to develop an address point layer for use in E911 dispatch. Completed work on one county involving 17,444 addresses.

Updated and standardized statewide road centerline address files for use by RFA, GIS Coordinating Council, and other State agencies.

Started the identification of competency, skills, and success factors of key positions.

Developed an Employee Recognition Plan that promotes employee job satisfaction, motivation, and retention.

Conducted an employee communication and recognition survey to identify strengths and weaknesses within the agency.

Developed knowledgeable and successful workforce through employee development, training, and retention.

Initiated an arrangement with USC College of Social Work for the provision of post-graduate interns/temporary employees to Health and Demographics.

Organized a Workforce Development team to support the Strategic Plan by identifying strengths and weaknesses in the RFA workforce and developing programs that align the workforce with RFA’s mission and vision.

Developed and implemented a Succession Planning program to identify current and future critical leadership as well as key position needs for aligning workforce planning and training programs.

Identified critical key and leadership positions.

Started the identification of competency, skills, and success factors of key positions.

Developed an Employee Recognition Plan that promotes employee job satisfaction, motivation, and retention.

Conducted an employee communication and recognition survey to identify strengths and weaknesses within the agency.

Developed knowledgeable and successful workforce through employee development, training, and retention.

Initiated an arrangement with USC College of Social Work for the provision of post-graduate interns/temporary employees to Health and Demographics.